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ABSTRACT

The 1970 edition of the faculty handbook is divided into three areas: (1) duties and privileges of the faculty; (2) financial matters and fringe benefits; and (3) academic procedures. Among the items detailed are faculty meetings; academic council; academic freedom; tenure; teaching load; faculty responsibilities beyond the classroom; appointment procedures; salary scale; pension plan; funds for research and study; grading procedures; amount of work required of students; and exceptions to academic regulations. (JMF)

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H A V E R F O R D C O L L E G E

INFORMATION FOR MEMBERS OF THE FACULTY

Edition of

September 1, 1970

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U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
NATIONAL INSTITUTE OF EDUCATION

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Haverford College

Haverford, Pennsylvania 19041

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1. DEFINITION OF THE FACULTY

The Faculty of Haverford College shall consist of: 1) The President and the Provost of the College. 2) All full-time appointees in the ranks of Lecturer, Instructor, Assistant Professor, Associate Professor, Professor at Haverford College. 3) Joint full-time appointments of Haverford College with Bryn Mawr College or Swarthmore College to the same ranks. 4) Less-than-full-time appointees in the same ranks. 5) Visiting Instructors or Professors in the same ranks.

Note: Persons included in categories 2 through 4 above who have been granted leave by the Board of Managers are members of the Faculty.

2. FACULTY MEETINGS

Faculty Meetings are normally held on the first day of classes of the College year, the third Thursday of each month from October to May inclusive, and on a suitable day shortly before commencement. The President may announce additional meetings when desirable.

Members of the Faculty except those on leave and those appointed part time for terms of one year or less are expected to attend all Faculty Meetings.

All persons who qualify for faculty status are entitled and encouraged to participate fully in these meetings.

Other persons of the College community may attend Faculty Meetings as resource persons on the invitation of the President and with the consent of the Faculty. They may participate in the discussions but not in the determination of consensus.

The Faculty may agree to include student representatives in its meetings. When this is done, such representatives may participate in the discussions but shall not be included in the determination of Faculty consensus.

Decisions at Faculty Meetings are arrived at by seeking consensus, (i.e., "the sense of the meeting") as in the "Friends' Methods of Doing Business", rather than by taking votes. A few pages of material designed to enhance understanding of this method are included as Appendix I to this handbook, pp. 34.

3. ACADEMIC COUNCIL

The Academic Council shall consist of the President as Chairman, the Provost, the three divisional representatives elected for three year terms by their respective divisions, the two Faculty representatives on the Board, and the Associate Dean as Secretary of the Council.

1. The elected Faculty members on Council shall be responsible for appointing Faculty representatives on standing and ad hoc Faculty committees and other College committees where Council deems it wise that there be such representation. The President and Provost will be informed of such appointments and given a chance to discuss them before they are announced. Where student representatives are to be included in Faculty committees, the method of their selection will be determined by the Students' Association.

2. The Academic Council shall make recommendations to the President on Faculty appointments, reappointments, promotions, and tenure, in accordance with accepted procedures.

3. The Academic Council may consider any other matters having College-wide academic implications which are referred to it by the President, the Provost, or by members of the Council. When the Council considers such matters, its actions have no official standing, but serve merely as advice.

4. ELECTIONS

The Faculty as a whole is represented on the Board of Managers by two

elected representatives, and each Division of the Faculty (see below) has one representative on the Academic Council. Eligibility to vote for representatives is governed by the following rule: "All members of the Faculty who are or have been on appointment for more than one year are eligible to vote for Faculty Representatives to the Board, and, in their respective Divisions, for Divisional Representatives to the Academic Council."

The Divisions of the Faculty are as follows:

Humanities - the Departments of Classics, English, Fine Arts, German, Music, Philosophy, Religion, Romance Languages, Russian.

Natural Sciences - the Departments of Astronomy, Biology, Chemistry, Engineering, Mathematics, Physics.

Social Sciences - the Departments of Economics, History, Political Science, Psychology, Sociology and Anthropology.

Procedure for Election of Representatives to the Academic Council

The regular election of divisional representatives to the Academic Council occurs in May, after the election of Faculty Representatives to the Board of Managers. A new divisional representative must be elected (a) if the three-year term of the current representative has expired, (b) if by the following September the current representative will be on leave, retired, or resigned, or (c) if the current representative has been elected a Faculty Representative to the Board of Managers.

Each division will also elect one alternate each year to serve a one-year term. Whenever Council is discussing an issue where it is appropriate that the regular divisional representative withdraw from the room and no one left on the Council is from that same division, the alternate will be called to sit with the Council and to participate in its discussions.

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Procedure for Election of Faculty Representatives on the Board of Managers

1. Representatives and Alternates - Terms of Office.

   Two Representatives and two Alternates.

   Representatives elected for two-year terms, one being elected each year, unless leave, resignation or some other cause makes the election of a second representative necessary. In such case, the second representative will serve for only the unexpired portion of the term.

   Alternates elected for one-year terms, two being elected each year.

   The terms of all begin immediately upon election, except that the current Representative will attend the May meeting of the Board of Managers.

   A Representative shall not be eligible for re-election for a period of one year after expiration of a term of service. The fact of being an Alternate does not make one ineligible as a candidate for Representative.

   Faculty members with plans for leave in the following year should so advise the Managers of the Election.

2. Time of Election: Regular May meeting of the Faculty.

3. Method of Election.

   The current Representatives shall act as Managers of the Election and shall appoint two tellers.

   A list of eligibles will be available at the meeting.

   Election of Representatives

   By secret ballot, each Faculty member present having one vote. There shall be required for election a majority of the Faculty members present and voting.

If on the first ballot, no candidate shall have a majority, a second ballot shall be taken, voting upon the four candidates with the highest vote on the first ballot. If on the second ballot no candidate has a majority, then a third ballot shall be taken on the two candidates having the highest number of votes on the second ballot. In case of a tie on the third ballot, the decision shall be made by tossing a coin.

Election of Alternates

By secret ballot, each Faculty member present shall vote for one of the candidates named in the first ballot. The two having the highest number of votes shall be elected Alternates. The candidate with the highest number of votes shall be First Alternate.

5. COMMENCEMENT

All Faculty members, active and emeritus, are invited to participate in the Academic Procession. Members of the professional library staff, research appointees at the level of the doctoral or masters degree and senior administration are also invited to join the procession. Any active Faculty member who is unable to participate should so inform the Provost in advance.

6. ACADEMIC FREEDOM

The following statement on academic freedom was approved by the Board on 3-17-50:

"(a) The teacher in his search for truth is entitled to full freedom in research and in the publication of the results, subject to the adequate performance of his other academic duties.

(b) The teacher in the exposition of truth as he sees it is entitled

to freedom in the classroom in discussing his subject, but he should not, for propaganda purposes, introduce into his teaching controversial matter which has no relation to his subject.

(c) The college teacher is a citizen, a member of a learned profession, and an officer of an educational institution. When he writes or speaks as an individual member of the community, he should be free from college censorship or discipline, but his special position in the community imposes special obligations. As a man of learning and an educational officer, he should remember that the public may judge his profession and the college by his utterances. Hence, he should show respect for the opinions of others, and when speaking as a citizen or as an individual member of the community, should make every effort to indicate that he is speaking as such and not for the college."

An additional statement, applicable especially to students, was approved by the Board on 4-30-64, and is as follows:

"Haverford College holds that open-minded and free inquiry is essential to a student's educational development. Thus, the College recognizes the right of all students to engage in discussion, to exchange thought and opinion, and to speak or write freely on any subject. To be complete, this freedom to learn must include the right of inquiry both in and out of the classroom and must be free from any arbitrary rules or actions that would deny students the freedom to make their own choice regarding controversial issues.

"Further, the College endeavors to develop in its students the realization that as members of a free society they have not only the right but also the obligation to inform themselves about various problems and issues, and are free to formulate and express their positions on these issues.

"Finally, the College reaffirms the freedom of assembly as an essential

part of the process of discussion, inquiry, and advocacy. Students, therefore, have the right to found new, or to join existing organizations, on or off campus, which advocate and engage in lawful actions to implement their announced goals.

"Student actions such as those here involved do not imply approval, disapproval, or sponsorship by the College or its student body; neither do such actions in any way absolve a student from his academic repsonsibilities. Similarly, students are expected to make clear that they are speaking or acting as individuals and not for the College or its student body.

"The freedom to learn, to inquire, to speak, to organize, and to act with conviction within the bounds of law, are held by Haverford College to be a cornerstone of education in a free society."

7. CONTROVERSIAL SUBJECTS

Suggestions for speaking or writing on controversial subjects are set forth in the Faculty Minutes for 3-20-41 as follows:

"There is a need at all times, but particularly in times of crisis, for intelligent persons to make their considered opinions known both to their legislative representatives and to the voting public. Members of the Faculty and Administration should, therefore, be commended for taking an active part as citizens, either singly or in groups, in public movements, controversial or otherwise. Such participation should add to the prestige of Haverford College when the College is mentioned in connection with such activities.

"As one statement of the conditions of such participation, the following paragraph from a report of a committee of the Association of American Colleges is pertinent:

"'The college or university teacher is a citizen, a member of a learned profession, and an officer of an educational institution. When he speaks or writes as a citizen, he should be free from institutional censorship or discipline, but his special position in the community imposes special obligations. As a man of learning and an educational officer, he should remember that the public may judge his profession and his institution by his utterances. Hence, he should at all times be accurate, should exercise proper restraint, should show respect for the opinion of others, and should make every effort to indicate that he is not an institutional spokesman.'

"This statement, which refers only to individuals, applies equally to groups. It is further important to avoid suggesting that personal opinion represents group opinion, unless the individual knows that he can speak for the group. All should take care that when the name of the College is used to identify a member of the Faculty or Administration, no sponsorship is implied. Though this is implicit in the statement referred to above, it will bear repetition, because it is from lack of such caution that misunderstanding can easily arise."

8. ACADEMIC TENURE

The term "academic tenure" is defined as employment by the College to the age of retirement without termination except for cause as outlined below. Such tenure applies to Faculty members who hold the rank of full professor, associate professor, assistant professor, or full-time instructor under the conditions stated below.

Academic tenure to the age of retirement will be accorded to:

(a) All full professors, except that in the case of an appointment to

a full professorship of a person who has not had previous service at the College, a probationary period may be stipulated in the contract.

(b) All associate professors who shall have served the College for seven or more years, not necessarily consecutive, in a rank not lower than that of full-time instructor. Time served on the full-time faculties of other academic institutions may in some cases be included in the seven-year rule; when this is done, the amount of that time to be included shall be agreed upon by the College and the appointee at the time of the original appointment to Haverford College.

Academic tenure may be accorded to a Faculty member below the rank of associate professor who has served the College for seven or more years. No such appointment shall be considered to be a tenure one unless this is specifically stated in writing in the letter of appointment.

Sabbatic leave shall be counted as time of service. Other leaves may count toward tenure unless there is an explicit agreement between the Faculty member and the College, before any such leave is taken, that the leave will not count toward tenure. Years of full-time service of a visiting teacher of any rank may be counted toward the attainment of academic tenure.

Causes for termination of the employment of Faculty members having academic tenure are:

1. Disability. The Board deals with such cases on their individual merits.
2. Moral turpitude.
3. Incompetence or failure to perform academic duties satisfactorily.
4. Permanent or protracted revision of the College curriculum. (see paragraphs (f) and (h) below.)
5. Financial exigencies of the College (see paragraphs (g) and (h) below.)

In the interpretation of the foregoing, the following general principles shall apply.

(a) The terms and conditions of every Faculty appointment shall be in writing and in the possession of both the President of the College and the teacher.

(b) All members of the Faculty shall have the privilege as outlined above in the statement on academic freedom. However, in accepting appointment as a full time member of the Faculty, a teacher should understand that his teaching duties at the College shall be his main occupation and that the acceptance of outside activities, whether for pecuniary considerations or not, to a greater extent than is reasonable may invalidate his full-time status. When proposed outside activities may exceed what is clearly reasonable, he should undertake them only with the approval of the President or Provost of the College, who would consider them in relation to their probable value to the College.

(c) Both the Board of Managers and a Faculty committee shall, if possible, consider any case where it is proposed that the employment of a Faculty member who has tenure be terminated before the age of retirement for cause (2) or (3) above. In all cases where the facts are in dispute, the Faculty member shall have the opportunity to be heard by a Faculty committee and a committee of the Board of Managers meeting jointly and shall be informed in writing, before the hearing, of the grounds for the proposed termination of his contract. He shall be permitted to have with him an adviser of his own choosing who may act as counsel. There should be a full stenographic record of the hearing available to the parties concerned. In cases of alleged incompetence, the testimony should include that of teachers and other scholars, either from Haverford College or from other institutions.

Those giving such testimony shall have the same freedom from liability as witnesses who appear in court under subpoena. The final decision in all cases where it is proposed that the employment of a Faculty member who has academic tenure be terminated before the age of retirement for cause (2) or (3) above shall rest with the Board of Managers.

(d) A Faculty member having tenure, whose contract is terminated for reasons not involving incompetence or moral turpitude, shall receive his salary for at least one year from the date of notification of such termination whether or not he is continued in his duties at the College during this period.

(e) Academic tenure shall not apply to administrative positions nor to chairmanships of departments.

(f) It is recognized that, while no drastic changes in curriculum or in general program are now planned, it is possible that emergency conditions, such as major changes in demand for instruction or in the social or economic environment, might require changes in College policy that would make unwise and uneconomical the continuance of certain fields of instruction. Where circumstances affect the demand for certain courses, or certain courses are eliminated from the curriculum, the President and the Provost shall exert every effort to make suitable adjustments in teaching assignments and personnel. In the event that it is not practicable to find employment in another department or another capacity for a Faculty member affected by such adjustments, his contract may be terminated by the College even though he has academic tenure. In such a case, two years' notice of such termination shall be given with full salary during this period.

(g) Financial exigencies shall be demonstrably bona fide. However, the College is not committed to the expenditure of its principal funds nor to

the use of income from endowment funds for purposes not consistent with the intent of the donors. The Board of Managers has a primary obligation to see that funds given the College are applied to the purposes for which they are given, and all responsibilities assumed under this statement are subject to this obligation.

(h) Action under (4) or (5) above shall be taken only after consultation with Faculty representatives chosen either by the Academic Council or by the Faculty at the choice of the Faculty member concerned.

9. TIMING OF RESIGNATION OF FACULTY MEMBERS

The following statement, presented to the Association of American Colleges by its Commission on Academic Freedom and Tenure and prepared in conjunction with a special committee of the AAUP, was approved by the Association of American Colleges at its Annual Meeting on January 12, 1961. At the Faculty Meeting of 1-21-65, the Haverford Faculty directed that it be printed in Information for Members of the Faculty.

"Mobility of faculty members among colleges and universities is rightly recognized as desirable in American higher education. Yet the departure of a faculty member always requires changes within his institution, and may entail major adjustments on the part of his colleagues, the administration, and students in his field. Ordinarily, a temporary or permanent successor must be found and appointed to either his position or the position of a colleague who is promoted to replace him.

"In a period of expansion of higher education, such as that already existing and promising to be even more intensified as a pattern for the coming years, adjustments are required more frequently as the number of positions and of transfers among institutions increases. These become

more difficult than at other times, especially in the higher academic ranks. Clear standards of practice in the recruitment and in the resignations of members of existing faculties should contribute to an orderly interchange of personnel that will be in the interest of all.

"The standards set forth below are recommended to administrations and faculties, in the belief that they are sound and should be generally followed. They are predicated on the assumption that proper provision has been made by employing institutions for timely notice to probationary faculty members and those on term appointments, with respect to their subsequent status. In addition to observing applicable requirements for notice of termination to probationary faculty members, institutions should make provision for notice to all faculty members not later than March 15 of each year of their status the following fall, including rank and (unless unavoidable budget procedures beyond the institution forbid) prospective salary.*

"1. Negotiations looking to the possible appointment for the following fall of persons who are already faculty members of other institutions, in active service or on leave-of-absence and not on terminal appointment, should be begun and completed as early as possible in the academic year. It is desirable that, when feasible, the faculty member who has been approached with regard to another position inform the appropriate officers of his institution when such negotiations are in progress. The conclusion of a binding agreement for the faculty member to accept an appointment elsewhere should always be followed by prompt notice to his institution.

"2. A faculty member should not resign in order to accept other employment as of the end of the academic year, later than May 15 or thirty days

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* At Haverford College, this is interpreted to mean not later than one week after the March meeting of the Board of Managers which the operating budget for the following year is approved. Ordinarily, this meeting is on the second Friday of the month.

after receiving notification of the terms of his continued employment the following year, whichever date occurs later. It is recognized, however, that this obligation will be in effect only if institutions generally observe the time factor set forth in the following paragraph for new offers. It is also recognized that emergencies will occur. In such an emergency the faculty member may ask the appropriate officials of his institution to waive this requirement, but he should conform to their decision.

"3. To permit a Faculty member to give due consideration and timely notice to his institution in the circumstances defined in paragraph 1 of these standards, an offer of appointment for the following fall at another institution should not be made after May 1. The offer should be a "firm" one, not subject to contingencies.

"4. Institutions deprived of the services of Faculty members too late in the academic year to permit their replacement by securing the members of other faculties in conformity to these standards, and institutions otherwise prevented from taking timely action to recruit from other faculties, should accept the necessity of making temporary arrangements or obtaining personnel from other sources, including new entrants to the academic profession and faculty personnel who have retired.

"5. Except by agreement with his institution, a faculty member should not leave or be solicited to leave his position during an academic year for which he holds an appointment."

10. TEACHING LOAD

The normal teaching load at Haverford is regarded as nine hours. That is, three average-sized classes, each meeting three times a week, would constitute a normal load. Two courses with laboratory work are usually

considered the equivalent of three lecture courses. Independent study courses and supervisory work in senior departmental studies are not counted in the nine hours. If classes are very small, or if a Faculty member teaches more than one section of the same course, he may have more than nine hours in his weekly schedule. If for some reason a Faculty member has an abnormally heavy load for a limited period, effort is made to have him carry a lighter than normal load at another time.

Variations downward or upward from the normal nine-hour load must have the approval of the Provost. The Provost may, in cases where a faculty member carries an unusually heavy load of responsibility to the College outside the classroom, adjust the teaching load downward.

11. FACULTY RESPONSIBILITIES BEYOND THE CLASSROOM

In addition to the regular teaching load, Faculty members normally have various responsibilities, including committee work, advisory duties, and sharing in the student experiences of Collection and Meeting.

Committee assignments are made by the Academic Council. While an effort is made to distribute these duties equitably, some committee assignments are necessarily more arduous than others. Service on the Academic Council, as Faculty Representative on the Board, or as Faculty Secretary, is taken into account when Committee assignments are made.

Each departmental chairman is responsible for the supervision of advising students in their Junior and Senior years majoring in his department. He may do this advising personally or, in consultation with the Provost, should utilize the services of his departmental colleagues for this purpose. Most other Faculty members, after their first semester on the Faculty, serve as advisers to Freshmen and Sophomores. Departmental chairmen with few Majors

serve as advisers to underclassmen also. The change from lower class to Major adviser occurs when the student selects his Major in the Spring of his Sophomore year; the Major adviser signs the course cards of Sophomores registering for the Fall term of Junior year. A statement outlining the duties and responsibilities of advisers is given to each Faculty member at the time of the opening of College each September.

Faculty members are expected to be on campus until after commencement, and to return to the campus in time to meet their assigned freshman advisees a few days before the scheduled opening of College.

On many Tuesday mornings at 10:40 Collection is held in Roberts Hall, and each Thursday at 10:45, Meeting for Worship is held in the Meeting House. Faculty participation is encouraged, since these are the occasions when the whole College may share the same experience of secular discussion or of meditation and worship. No other events or classes may be scheduled for these two hours.

12. PROCEDURE FOR FACULTY APPOINTMENTS, REAPPOINTMENTS, AND PROMOTIONS

(a) New Appointments

The Academic Council shall appoint an ad hoc committee to make recommendations for each new appointment to the Faculty except for one-year, interim appointments. In case of two-year interim appointments, the appointment of an ad hoc committee shall be at the discretion of the Provost. These ad hoc committees should be formed so as to include representation from areas of teaching interest outside of the appointment or appointments involved. The effort is to obtain judgment from a representative group of the Faculty. A committee should attempt to express a broad Faculty view as to the best interests of the College, rather than that of an individual department alone.

Each ad hoc committee shall normally include the department chairman (except where his replacement is under consideration), at least one other member of that department, and two other persons at least one of whom must be from another division. Although the opinion of the chairman of the department directly involved should be considered, it should not be controlling. The Chairman of the ad hoc committee, normally from a division other than that of the candidate, should meet with the Council to summarize his committee's activities and its considerations and to present his committee's recommendations both orally and in writing.

One-year, interim appointments, or non-tenure appointments necessitated by a sudden resignation during summer vacation when the full Council cannot be called together, any be made by the President after consultation with the Provost and the Chairman of the Department concerned. Such appointments shall be reported to the Council at its next meeting.

(b) Reappointments and Promotions of Instructors, Lecturers and Assistant Professors not involving tenure

The Chairman of the Department or the recommender shall present a recommendation to the Council, orally and in writing, following established procedures. (See Appendix II). If the Council cannot agree with the recommendation, the Council shall have power to coopt one or two members of the Faculty to help it reach a decision before making its recommendation to the President.

(c) Reappointments involving Tenure and Reappointments and Promotions of Associate Professors and Professors

The Council shall meet with the Chairman of the Department concerned to reach an agreement on a recommendation to be made to the President for

each such reappointment or promotion. If the Council cannot agree, it may then appoint a special ad hoc committee, similar to that for new appointments, except that senior members of the Faculty shall be appointed to these committees where practicable. The appointment of such committees should be the exception rather than the rule. The Chairman of the ad hoc committee shall meet with the Council to summarize his committee's activities and considerations and to present its recommendations both orally and in writing, after which the Council shall make its recommendations to the President.

Each departmental chairman or ad hoc committee should seek to obtain information and opinions sufficient to enable it to make a judgment as to: (1) teaching ability and interests of the candidate, (2) his capacity and performance in creative work in his own field, (3) his effectiveness in such other College activities as advising and committee work, and his role as a member of the College community and the world at large. There is no formula as to the way in which these factors should be evaluated; they are listed to prevent omission of consideration of any one of them. One informal set of guidelines used in the evaluation of Haverford faculty members is included as Appendix III of this handbook.

In making his own recommendations to the Board concerning Faculty appointments, the President shall notify the Board of the action of the Academic Council.

Members of the Academic Council and of the ad hoc committees are expected to hold in confidence all matters discussed in the Council and in such committee meetings.

Except when impracticable to do so, the Council should act on reappointments and promotions prior to December 15th. The Faculty member under review will be notified as soon as possible of the recommendation which will be presented to the Board of Managers.

(d) Timing of Promotions

1. Members of the faculty promoted to Associate Professor shall normally be considered for further promotion to full Professor in time for that promotion to take place after the completion of five years of service as Associate Professor. However, the Academic Council, on its own initiative or on the request of the President and Provost, may consider an Associate Professor for earlier promotion when circumstances warrant. And the normal five-year term makes no presumption that every Associate Professor will become a full Professor after that period of time; each case shall be reviewed on its own merits, with the candidate measured against agreed upon guidelines for full Professorships at the College. Where such a promotion does not take place after the first five-year term as Associate Professor, the case will automatically be reconsidered at least once in every two-year period thereafter.

2. While the normal period of service for an Assistant Professor newly entering academic work will be two terms of three years each, the Academic Council, on its own initiative or on the request of the President and Provost, is free to consider any Assistant Professor for promotion to Associate Professor at any time after an initial three years of academic service.

13. DEPARTMENT CHAIRMANSHIPS

As stated above, academic tenure does not apply to chairmanships of departments. The President after consultation with the Provost appoints the chairmen of the departments. Normally, the appointment will be for a three-year term with an expectation of rotation, where practicable, at the end of that term.

In addition to their other duties, chairmen shall submit to the Provost

annual evaluations of all instructors and assistant professors on full-time appointment. These evaluations shall be submitted by December 1 and should address themselves to the:

1) Teaching ability and effectiveness
2) Scholarship
3) Participation and effectiveness in other college and professional activities.

Chairmen are expected to discuss these evaluations with the Faculty members affected.

14. LEAVES OF ABSENCE

Policy on leaves of absence has been approved by the Board of Managers as follows:

(a) Eligibility for Sabbatic Leave

A Faculty member on continuing appointment shall be eligible to request, through the Provost, sabbatic leave as follows:

1. One semester with full pay after each 12 semesters of service, or
2. One year with half pay after each 12 semesters of service, or
3. One semester with half pay after each six semesters of service, or
4. One semester with full pay after each six semesters of service if the leave is taken "in residence."

A Faculty member who takes leave "in residence" teaches one course and carries on his advisory duties, but otherwise is free of all College obligations.

The Provost may, from time to time, and on his own initiative, recommend that an Assistant Professor on continuing appointment be granted a semester's special leave at full pay after six semesters of service. Such leave shall not affect normal eligibility for sabbatic leave under the general provisions for sabbatic leaves. The College would normally expect to grant one leave at most under this provision during any academic year.

It is understood that sabbatic leave will be used for activities that will increase the Faculty member's usefulness to the College. Except in cases in which there is a significant element of recognition, service or unique educational experience, the Provost will withhold approval of a request if the proposed purpose of the leave is to accept a regular teaching appointment at another teaching institution or a regular salaried post in government, in industry, or doing other comparable work. In general the College will not pay for any fraction of a Faculty member's time which is paid for by another organization. Leave for remunerative work of this sort normally should be leave without pay rather than sabbatic leave.

Sabbatic leave is not accruable except where a leave is postponed beyond the normal date at the request of the College or where an advance agreement is worked out with the Provost to postpone a leave otherwise due.

Sabbatic leave will not ordinarily be granted unless application is made by December 15 of the year preceding the one in which leave is to be taken.

The College expects that a faculty member who goes on sabbatic leave will return to the College at its end. If before or during the leave, he decides not to return at its end, he should discuss this with the Provost at the earliest possible date. In that event, the College will not expect to pay the full costs of the leave.

(b) Leave without Pay

A faculty member may request, through the Provost, leave without pay to enable him to carry on activities which will increase his usefulness to the College, or which will be professionally rewarding to him. While the College recognizes the importance of such leaves, they are granted at the discretion of the Board of Managers.

Except in unusual circumstances, of each six semesters of service counted in establishing eligibility for sabbatic leave, not more than one semester may be leave without pay.

Except in unusual circumstances, a Faculty member will not be granted leave (sabbatic or without pay) for two successive years.

(c) Leaves and Departmental and College Needs

It should be recognized that granting of leave and its timing may be affected by personnel needs of the department and the College. In general, if conflicts arise, a request for sabbatic leave will take precedence over a request for leave without pay. If a sabbatic leave is postponed for the convenience of the College, this postponement will not affect adversely the time at which the next sabbatic leave is due. T.I.A.A. and C.R.E.F. payments are not made to persons on leave without pay.

In the unusual circumstance that a Faculty member is on leave for more than one year, certain fringe benefits will be curtailed. Housing and benefits under the Medical Expense Reimbursement Plan would be curtailed as indicated in the appropriate sections of this booklet. Persons on leave beyond one year would not participate in clinical medical care, in the funds for Research and Study, they would not be eligible for reimbursement for travel to meetings of learned societies. Persons on leave are not eligible to receive benefit from the services of Faculty Secretaries, unless the service was to be for work on College business. Even for persons on leave beyond one year, the use of the Library, the use of the athletic facilities, participation in Blue Cross and/or Blue Shield, and participation of children in the Tuition Grant Program would not be curtailed.

15. SECURITY CHECKS

Members of the Faculty are often asked by Government agents for infor-

mation about students or former students. This fact has led to some concern among the Faculty. A special committee studied the matter, and submitted a report to the Faculty Meeting of May 19, 1955. The Faculty accepted the report "as a series of advices to be included in the 'Information for Members of the Faculty'."

The report is as follows:

Statement of the Haverford College Faculty
on Government Security Checks

"Chief Justice Holmes once stated that we must retain in this country the 'free trade of ideas - that the best test of truth is the power of the thought to get itself accepted in the competition of the market.'* Our primary concern about the security program of the Federal Government is that students and Faculty members should not avoid controversial topics or unpopular positions for fear that these may be held against them in the future.

"The basic assumption of the security program is that the Government has the right to, and indeed must, protect itself from disloyalty and subversion. Ascertaining the loyalty of any individual or the possibility of future acts of subversion by him, however, is fraught with danger. Under present security regulations it inevitably involves considerations of beliefs or opinions of both the person being investigated and the person being asked for information.** We must consider carefully what information should make

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* The dissenting opinion is Abrams et al V. United States, 250 U.S. 616 (1919).

** Some information specifically required in a full field check under the existing security program relates to beliefs and opinions - for example, "Membership in, or affiliation or sympathetic association with, any foreign or domestic organization, association, movement (etc.) which is totalitarian, Facist Communist, or subversive ..." In addition, the regulations state that information collected should not necessarily be limited to that which is specifically required; in practice it may be directly related to opinions or beliefs.

us question a man's loyalty or think of him as a possible security risk, and what information we should pass on to security investigators.

"Let us first look at two general considerations, apart from any special features which may exist because of the nature of an academic community. First, the spoken or written word or the reading or studying of certain materials is far removed from actions. To act requires more than intellectual assent. Often we may not know what we believe until we are challenged to act upon our beliefs. Second, few people reveal to others their deepest thoughts and feelings; and even when they do, opinions which are voiced are easily misinterpreted.

"In addition to these two general considerations, there are certain special features of a college education which must be taken into account in arriving at judgments of loyalty or riskness of members of the college community. One of the aims of education at College is to question and shake opinions and beliefs previously arrived at largely from knowledge and experience of others and to form opinions which have been tested by the individual himself. The student is exposed to new ideas put forth by Faculty members, by other students, or in reading, and has four years in which to find himself before taking a responsible position in society. During four years he is asked to look with an open mind at different theories and philosophies. He is also encouraged to try out ideas in experience. Many students go through a series of divergent yet passionately held philosophical convictions while at college. They may defend each strongly, this being one way of testing it. The espousel by some students in discussion or papers of ideas considered

subversive outside the campus, must therefore be recognized as normal activity in a college.

"Indeed, it is the person who has been completely uninterested in controversial problems when in college who may turn in times of crisis to movements advocating treasonable acts for lack of training in analyzing the claims and social interpretations of such movements. Experience shows that those who tried to understand controversial issues are usually less likely to be taken in by panaceas. An active interest in such issues may more a sign of loyalty than ground for questioning a man's loyalty.

"It follows from what has been said that there must exist a special relationship of trust among students and faculty in their professional association. Members of the college community should feel confident that expression of their ideas will be regarded as a strictly professional matter. We believe that this relationship of trust is indispensable to a college community if it is to serve its proper function in society.

"We believe further that if there is doubt expressed about the loyalty of one member of the college community by another, or about his safety as a security risk because of his thoughts, opinions, or beliefs, as distinct from his character or stability of personality, a full statement of the charge should be given in writing to the investigating authorities, a copy of which should be given to the person being charged with disloyalty or potential subversion."

16. FACULTY COMMITTEES

Practically all Faculty members serve on standing or ad hoc Faculty committees, although normally a Faculty member in his first year has little Committee work. The list of standing Committees is given in the Catalog. Permanent records of Faculty committees are filed with the Provost's office, except that the records of the Committee on Student Standings and Programs are in the office of the Dean of the Faculty or of the Associate Dean.

17. TERMS OF REFERENCE OF STANDING COMMITTEES OF THE FACULTY

The President and Provost are ex officio members of all Committees. Most Committees will also have student members.

(a) Administrative Advisory Committee

The Administrative Advisory Committee shall give advice to the President and Vice-President for Business Affairs on all College business matters where Faculty concern is strong. This shall include:

i. An annual budget preview and review

ii. Review of general salary, benefit, and housing policies for the faculty.

iii. Review of physical plans for the campus.

iv. Review of the College's development priorities and plans.

v. Administration of the Medical Expense Reimbursement Plan, in accordance with the stated terms of that Plan.

(b) Educational Policy Committee

The Faculty, as a whole, has the major responsibility for determining educational policy. The functions of the Educational Policy Committee, acting within the framework of the accepted educational philosophy of the College, are

i. to oversee educational policy in general, and

ii. to oversee the curriculum in particular.

This Committee should consider and bring to the Faculty recommendations concerning over-all educational policy, both curricular and outside the curriculum, but details of the administration of the Physical Education program, the program of Arts and Service, extracurricular activities, Music and Drama, and honors are the responsibility of appropriately designated persons or Faculty Committees.

In overseeing the curriculum, the Committee's responsibility includes:

1. the total number of courses to be required of students for a degree, or the number required in any term.
2. the amount of credit for each course.
3. specific College or division course requirements.
4. revision of programs proposed by individual departments.
5. the institution of new courses, dropping of old courses, or major changes in courses. Proper concerns of the Committee are the area of the course, prerequisites, the level of the course, and limitation, if any, of class size. Teaching methods, specific textbooks, assignments, papers, laboratory work, and lecture topics are the concern of the Department and the Faculty member in charge of the course, except insofar as these factors overlap with those of other courses, or relate to or impinge on other courses or Departments, or the curricular program as a whole.

All changes involving the five areas above are subject to approval, first of the Committee, then of the Faculty as a whole, except, with the approval of the Provost,

(a) temporary omission of a course for one year,

(b) a change in the number of a course, unless that change reflects a

change in level,

(c) changes in name or course description, or changes in the content or teaching methods of a course, provided that such changes do not alter the course's general area of concern, its function in the curriculum, the amount of time required of students who take it, or its relation to other courses or departmental programs.

(d) temporary curricular changes or additions in the first semester program of the academic year which must be acted upon during the summer vacation. These alterations in the Fall program shall be reported to the Educational Policy Committee at its next meeting.

Although specific details of Major requirements are the responsibility of the individual Departments, it is proper for this Committee, and for the Faculty as a whole, to concern itself with the extent of specialization which may be promoted by the number of courses which students are required or encouraged to take in a Major department.

The Committee should concern itself with interrelationships among divisions, areas, departments, or courses. It should also keep in close liaison with the Inter-College Cooperation Committee on matters of educational cooperation, particularly with Bryn Mawr and Swarthmore Colleges. When considering curricular changes the Committee should take into account the offerings at the other Colleges.

Although exact dates on the academic calendar are set by the College administration, major changes in the calendar are the responsibility of the Educational Policy Committee and the Faculty as a whole.

Addition of a department, dropping of a department, or combining two or more departments are properly the province of the President, Provost, and the Board of Managers.

From time to time, special Sub-Committees will be appointed by the President, the Provost, the Faculty, or the Educational Policy Committee to deal with matters falling under the purview of the Committee but requiring more concentrated attention than the Committee as a whole can give to them. Such Sub-Committees, which will ordinarily have a finite task and a short life, will report to the Educational Policy Committee.

The Committee as a whole is responsible for keeping abreast of new ideas in higher education and, where appropriate, for initiating proposals to the faculty based on such ideas.

The Committee will ordinarily include the Librarian so that the implications of educational changes for the Library will be taken into account. In addition, there will always be at least one faculty representative from each of the College's three educational divisions on the Committee.

The Committee has responsibility for an overview of the College's admissions policies and practices. It may initiate inquiries on any aspect of the Admissions Office policies, and present recommendations to the Faculty and the Administration.

(c) Committee on Student Standings and Programs

The Committee on Student Standings and Programs reviews individual students' academic progress. In this function, it ordinarily deals with two classes of students, those who are in academic difficulties, and those who are working well below potential. When an individual student's academic standing is in question the committee first attempts to develop a program to aid him in improving the quality of his work. Such an attempt may involve the setting of special requirements. Should this program fail, the committee may at any time drop a student from the College for academic reasons or require that he take a leave of absence. These actions may be

taken only after the student in question has had an opportunity to appear before the Committee.

The Committee also has authority to waive requirements for individual students and to approve alterations in individual programs in line with the College's Flexibility Program as described in the current Catalog. The Committee has the responsibility for acting on all student petitions for exceptions to requirements. Before acting, the Committee must secure the approval of the student's academic advisor.

The Associate Dean of the College serves as Executive Secretary of this Committee. Where relevant, the Committee consults too with the Dean of Students and any member of the Counseling staff. Ordinarily, a representative of the Admissions Office will participate in discussions on the standing of individual students.

The Committee through a special sub-committee makes recommendations to the Faculty on the awarding of scholarships and prizes. It also ensures that students' attention is called to the available prizes.

(d) Educational Environment Committee

The Educational Environment Committee is charged with aiding the Administration, the Faculty and the student body in the fullest utilization of the physical and non-physical resources of the campus to achieve the College's educational goals. This responsibility includes:

i. a review from the Faculty's point of view of the College's student affairs policies, and of faculty-student-staff relations.

ii. a review of non-academic programs and of athletic programs and policies.

iii. advice on speakers, colloquia, Fifth Day Meeting, and special campus events to enrich Haverford's educational program.

iv. advice on the best uses of the College's physical setting and buildings to achieve the goals in the Haverford Statement of Purpose.

(e) Computing Center Committee

The Computing Center Committee reviews the College's policies and plans for the utilization of computers as educational resources. One or more members of this Committee join with similarly selected members of the local Computing Center Committees at Bryn Mawr and Swarthmore Colleges to form the Joint Computing Center Committee. That latter Committee makes policy recommendations on the operation of the Center to the separate college administrations.

(f) Inter-College Cooperation Committee

The Inter-College Cooperation Committee makes recommendations on ways to coordinate our educational activities more effectively with other colleges, especially with Bryn Mawr and Swarthmore Colleges. Educational recommendations that emerge from this Committee and that fall into the areas normally covered by the Educational Policy Committee go to that latter committee for review.

(g) Community Concerns Committee

The Community Concerns Committee advises the Administration on the College's relations with outside groups. This includes neighborhood relations broadly defined, memberships in such organizations as the University Science Center, and relations with governmental agencies. Among the Committee's responsibilities is the overseeing of conditions surrounding research on human subjects, as required by law.

(h) Distinguished Visitors Committee

The Distinguished Visitors Committee, acting on its own initiative or on suggestions from the Faculty or students, makes recommendations to the

Provost on distinguished visitors to be brought to the campus under the terms of the Philips Fund, the Rhoads Fund, the Humanities Fund, and any other similar funds. Within a budget approved by the Provost, it sets sums to be used for honoraria, travel expenses and entertainment of special guests.

(i) Faculty Research and Study Committee

The Faculty Research and Study Committee makes recommendations to the Provost concerning the use of funds from the College's regular budget for faculty research and/or study, and any other funds made available for this purpose. It makes recommendations to the Administration for the improvement of the environment for Faculty research and study at Haverford College.

APPENDIX I*

THE "FRIENDS' METHOD OF DOING BUSINESS" AS ADAPTED FOR HAVERFORD COLLEGE

The Faculty believes that any satisfactory decision depends upon the full understanding and agreement of the persons present. Therefore it transacts business by consensus rather than by majority vote, striving to reach conclusions in a spirit of reasonableness and forbearance.

The method is as follows: when a matter requiring decision is placed before the meeting, either by the Presiding Officer or by any other member, time should be permitted for careful and deliberate consideration. All members who feel concerned to express a judgment should be heard. When it appears to the Presiding Officer, after general consideration of various views, that the meeting has reached a judgment, he shall state clearly what appears to be the sense of the meeting. If the members then give approval to his statement, a minute shall be written by the Faculty Secretary incorporating that agreement. A member may request that this written minute be prepared and read before the end of the meeting. Otherwise, it appears in the copies of the proceedings delivered to members as soon after the meeting as possible; a member may then question the specific wording of the minute at the next meeting of the Faculty. When approved in its original or modified form, the minute becomes a part of the meeting's permanent record and should be accepted by the members as final unless called up for reconsideration.

Members are expected to exercise mutual forbearance and, having expressed their views, to refrain from pressing them unduly when the judgment of the meeting obviously inclines to some other view. When a meeting cannot unite upon a minute, either the present policy remains unchanged or no decision is reached on the new business, as the case may be. The subject should be dropped for the time being to allow for more careful consideration. In order not to delay or obstruct the transaction of business, the Presiding Officer should try to formulate a minute as soon as the meeting becomes generally united.

Any member of the Faculty may add an item to the agenda of a meeting by notifying the Provost's office three days before the meeting date. Whenever possible, written material to be used at the meeting should be distributed well in advance to give time for careful study.

On routine matters little or no discussion may be necessary, and the Presiding Officer may assume that silence gives consent. On matters which require it, time should be allowed for members to deliberate and to express themselves fully. A variety of opinions may be expressed before a member or the Presiding Officer states an opinion which meets with general approval. This agreement is signified by such expressions as "I agree" and "I approve."

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* These notes are freely adapted with thanks, from materials of the Philadelphia Yearly Meeting of Friends, Faith and Practice, 1961, and two Pendle Hill pamphlets by Howard H. Brinton, Guide to Quaker Practice, 1955, and The Nature of Quakerism, 1962. The adaptation represents the Haverford College Faculty's way of conducting its own business affairs.

If a few members are still not convinced, they may nevertheless remain silent or withdraw their objections in order that this item of business may be completed; but if they remain strongly convinced of the validity of their opinion and state that they are not able to withdraw the objection, the Presiding Officer will generally feel unable to make a minute.

In gathering the sense of the meeting, the Presiding Officer must take into consideration that some members have more experience with and involvement in the matter at hand and that their conviction may therefore carry greater weight. The opposition of such members cannot as a rule be disregarded. Chronic objectors, if any, must be dealt with considerately.

If strong difference of opinion exists on a matter on which decision cannot long be postponed, the subject may be referred to a small special committee or to one of the Faculty's standing committees. But such referral shall only include the power to act for the Faculty if that is made explicit at the time of the referral.

When a serious state of disunity exists and feelings become aroused, the Presiding Officer or some other member may ask the meeting to sit for a time in silence.

Although questions before the meeting could be decided quickly by taking a vote, the object is not speed but a wise and workable decision. The synthesis of a variety of elements is often obtained by a kind of cross-fertilization, and the final result is not therefore, or at least it ought not to be, a compromise. Given time and the proper conditions, a group idea, which is not the arithmetical sum of individual contributions nor their greatest common divisor, but a new creation or mutation, finally evolves.

The method requires that each member listen with care to each other member if the final consensus is to represent the best in sometimes divergent views. The search for unity and wisdom is sometimes a long and difficult one, requiring much love and tolerance, but the goal when reached is worth the patient effort. The Faculty should start each discussion with the assumption that unity is always possible for those who go deep enough.

APPENDIX II

PROCEDURAL GUIDELINES FOR THE PREPARATION OF RECOMMENDATIONS TO THE ACADEMIC COUNCIL ON FACULTY REAPPOINTMENTS, PROMOTIONS AND TENURE

Departmental Chairmen and/or other recommenders shall:

1) inform the faculty member in question of the fact that a recommendation is being prepared for submission to the Academic Council;

2) elicit from the faculty member such information as he deems relevant for the preparation of the recommendation;

3) request from the faculty member at least two, but no more than three, professional references and some names of students who know him as a teacher. One of the referents should be a person not now at Haverford.

4) consult these referents and include their evaluations in the recommendation;

5) make any additional inquiries necessary to prepare the recommendation;

6) consult at least three, but no more than six recent alumni who have known the faculty member as a teacher;

7) consult a representative sample of current students who know the faculty member reasonably well as a teacher. In addition recent and current course evaluations should be taken into consideration, if at all feasible.

   In cases where the department chairman and/or recommender deems it inadvisable to personally consult current students, he should request the President and/or Provost to do so on his behalf.

8) the recommendation should be presented in typewritten form to all members of the Academic Council at least one week in advance of scheduled meeting.

Departmental Chairmen and/or other recommenders should obtain, where possible, first hand information sufficient to make judgment as to:

1) teaching ability and effectiveness of the faculty member;

2) capacity and performance in creative work in his own field;

3) effectiveness in other activities, such as advising and committee work;

4) his role as a member of the College Community and the world at large.

There is no formula as to the way in which these factors should be evaluated; they are listed to prevent omission of consideration of any one of them.

APPENDIX III*

SUGGESTED CRITERIA FOR FULL PROFESSORSHIPS AT HAVERFORD

The College should assume that promotion to a full Professorship is less a reward for past service, however long or devoted, than it is a statement of our faith that the man has many of his best days ahead of him. A promotion at this level should carry the message to insiders and outsiders alike that we regard this man as an example of what we are striving for in the senior Haverford faculty.

To aid in measuring each candidate for a full Professorship, the following questions may be helpful. A man may achieve excellence on every single one -- but the full Professor should be expected to achieve very high marks on most of them if he is to be an example of Haverford's senior faculty at its best.

1. EVIDENCE OF CONTINUING GROWTH AS TEACHER

   a. Does he regularly re-examine his course materials and outlines to improve his courses? Has he introduced innovations into his work recently and evaluated those innovations?

   b. Does he continue to learn from others about the arts of teaching?

   c. Does he demonstrate the capacity to inspire successive classes of students to use their abilities to their maximum extent possible? Does his inspiration reach out to the non-majors as well as to the majors? Is he in sufficient rapport with a new generation of students that he can continue to motivate them to high levels of performance?

   d. Does he contribute significantly to the educational discussions of this College (and of other colleges), and to the educational growth of his colleagues, particularly those who are younger?

2. EVIDENCE OF CONTINUING GROWTH AS SCHOLAR

   a. Does he demonstrate a lively and sustained interest in new scholarship in his field? Does he project knowledge of and enthusiasm for sound and imaginative scholarship?

   b. Is he himself a continuing contributor to such scholarship, either directly or through his impact on other scholars? Are his contributions those of a man who strives for excellence and has a clear, defensible set of priorities in what he works on?

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* This statement is not an official statement of the College or of its Academic Council. It is offered here as a reflection of criteria developed by the President for his own use in 1968. With suitable modifications, these criteria might be useful too in the evaluation of junior faculty members.

c. Does he relate new developments in his field to those in allied areas, and does he follow those allied fields with an informed interest?

3. EVIDENCE OF CONTINUING GROWTH AS A MEMBER OF THE COMMUNITY

a. Does he contribute to Haverford as a community of scholars and of scholars-and-citizens-in-the-making who seek to put their knowledge to work for worthy ends? Are his contributions to this community and the world around us ones that reflect both passion and balance? Does he bring the powers of both head and heart to this work?

b. Does he contribute to the community, both within Haverford and beyond the campus, in such ways that he inspires others to make their own distinctive contributions to the betterment of that community? Is he seen as a leader in one or more areas where he operates, and is his future leadership likely to be such that it will build enough rapport and consensus to permit desired changes to be implemented in an atmosphere of tolerance and good will?

c. Does he reflect in his public actions the aims of the College as stated, for example, in the 1968-Statement of Purpose?

SECTION II. FINANCIAL MATTERS AND FRINGE BENEFITS

1. Salary Scale
2. Pension Plan
3. Optional Purchase of Additional Annuity
4. Retirement
5. Disability Plan
6. Social Security
7. Insurances
8. Clinical Medical Care
9. Blue Cross and Blue Shield
10. Medical Expense Reimbursement Plan
11. Tuition Grant Program
12. Housing
13. Assignment of Housing
14. Housing Allowance and Mortgage Policy
15. Discount on Purchases
16. Courses for Faculty Spouses
17. Moving Expenses on Appointment
18. Expenses for Faculty Travel
19. Loans
20. Funds for Research and Study
21. Military and Non-Military Research
22. Summer Work and Summer Salaries
23. Outside Earnings
24. The Computing Center
25. Faculty Offices
26. College Liability

Introduction: For the purposes of the information in this section, "Administrative Officers" shall be defined as the President, the Provost, the Vice President for Business Affairs, the Vice President for Development, the Associate Dean, the Director of Admissions, the Director of Alumni Affairs, the Dean of Students, the Director of Public Relations.

1. SALARY SCALE

The salary scale in effect at Haverford for each year is announced in March preceding the beginning of the academic year.

The College pays an amount equal to 12% of base salary to TIAA/CREF.

The salary of each faculty member who is not already at the upper limit of the range for his rank will be reviewed by the President at the time the annual budget is prepared. There is no policy of guaranteed annual increases.

2. PENSION PLAN

Professors, Associate Professors, Assistant Professors, and Instructors who receive a full time appointment for two or more years are eligible to participate in the Pension Plan immediately.

The eligibility of others will be determined at the time of appointment.

A new member of the faculty who is already participating in TIAA at the time of his appointment is automatically eligible, irrespective of the period for which he is appointed.

Contributions are made to the Plan by the College of an amount equal to 12% of the salary of the faculty member. However, a faculty member appointed at Haverford for one year only, who is on leave of absence from his own institution and already participating in TIAA/CREF, will have his

premiums paid at the same rate as that of the home institution but limited to a total of 12% of his annual salary.

The deferred annuity policy is written with the Teachers Insurance and Annuities Association of America in New York City. The retirement age is 65. Contracts are written so that they cannot be assigned or pledged in any way whatsoever. The College permits faculty members to use up to 3/4 of their TIAA premium for the purchase of CREF units.

Further information regarding the Pension Plan may be obtained from the Business Office.

3. OPTIONAL PURCHASE OF ADDITIONAL ANNUITY

It is permissible under the Internal Revenue Code for a Faculty member to arrange with the College to reduce his salary by an amount (or percentage) designated by him, with the College sending the amount by which his salary is reduced to TIAA-CREF in order to increase the amount of his retirement annuity. Income tax would be paid only on the net salary currently, but would be paid on the additional annuity when it is received. There is an upper limit to the total annuity contribution that can be thus made by the College. This limit is determined by a complicated formula; it would almost never be less than one-fourth of current salary.

Usually there is a tax advantage in deferring receipt of a portion of compensation until retirement, but there is no guarantee of this. If income tax rates were sharply increased, or if the Faculty member had fewer personal exemptions after retirement, or if his income were not much less than before, the tax advantage might be reduced or lost.

To arrange a reduction in salary for the purpose outlined above, an agreement must be executed prior to the beginning of the period for which

the salary reduction is to be effective. The agreement cannot be retroactive; it applies only to amounts earned after the effective date of agreement. The Business Office should be notified of any such agreement in writing. If faculty members have further questions about this matter, it is suggested that they consult a representative of the Faculty Administrative Advisory Committee.

4. RETIREMENT

The age at which Faculty members retire from active teaching at Haverford is set by the Board of Managers at 65. Occasionally a Faculty member who has reached this age has been asked to continue active teaching. Such extensions have always been on a year-to-year basis. Such yearly agreements for service do not normally carry any entitlement to fringe benefits other than social security and faculty housing (see paragraph 12).

5. DISABILITY PLAN

In the case of physical disability of a member of the full-time faculty or an administrative officer, the College continues payment of full salary for one year. To assure protection beyond the first year, disability insurance will be purchased by the College for all members of the full-time faculty and for certain full-time administrative officers. Such protection will be purchased as stated after the completion of one year's service at the College.

Benefits will be 60% of the first $1,000 of monthly base salary plus 40% of salary above $1,000, subject to a maximum benefit of $800 per month, less any amount paid under workmen's compensation or social security, plus 12% of base salary for continuation of TIAA annuity premiums. Coverage would begin with the 366th day of disability and continue until the disabled

employee reaches age 65. During the first two years disability is defined as disabling accident or illness which wholly and continuously prevents the insured person from performing each and every duty pertaining to his occupation. After two years, it would be defined as an accident or illness which is continuously disabling and prevents the insured person from engaging in each and every occupation or employment for wages or profit for which he is reasonably qualified by reason of his training, education, and experience.

6. SOCIAL SECURITY

The College pays Social Security taxes in accordance with the rates enacted by Congress.

7. INSURANCES

The College has taken out $50,000 Accidental Death Insurance for the beneficiaries of faculty members who travel at the request of and in behalf of the College. This insurance does not cover faculty members who are going to learned societies to read papers, faculty members traveling under research projects or visitors coming to the campus, even if the College is paying the fees.

The College has also taken out Personal Injury Liability coverage for each member of the faculty up to a total liability of $1,000,000.

8. CLINICAL MEDICAL CARE

All members of the Faculty, the Administrative officers, and certain other designated members of the Administration of Haverford College (not including the Secretarial staff), their spouses, and unmarried children to their nineteenth birthday are entitled to a certain amount of free medical care under a plan which was put into effect in December, 1955. This state-

ment of eligibility is interpreted to include those listed on the official Faculty list, those members of the Administration mentioned in Article I, A, 1, of the statement of the Medical Expense Reimbursement Plan (see below), and certain others as recommended by the Administrative Advisory Committee and approved by the Faculty.

Each eligible family which wishes to participate registers, through the Business Office, with one or the other of two physicians who, under contract with the College, agree to see eligible patients at their offices without further charge during their office hours. Home visits, laboratory service, expensive inoculations, etc., must be paid for by the patient. Physical check-up examinations, pediatric care, and minor gynecology are included, but maternity and obstetrical care are not.

The physicians are Dr. Joel R. Lowenthal, Bryn Mawr Medical Building, telephone 527-2231, and Dr. Robert M. Fisher, 118 Airdale Road, Bryn Mawr, telephone LA 5-4547. Patients are asked to telephone for appointments.

9. BLUE CROSS AND BLUE SHIELD

Members of the Faculty and their families are eligible to join Blue Cross and Blue Shield for medical, surgical, and hospital benefits. Further information about such memberships may be obtained from the Business Office.

10. MEDICAL EXPENSE REIMBURSEMENT PLAN

This plan calls for partial reimbursement of major medical expenses incurred by Faculty members and members of their families, and by certain

other members of the College community, to the extent of 80% of eligible expenses above $175 incurred in any one year. The complete text of the official statement of the plan is as follows:

HAVERFORD COLLEGE MEDICAL EXPENSE
REIMBURSEMENT PLAN

Article I. Participation

A. Individuals Eligible for Participation

The following shall automatically be participants in the Haverford College Medical Expense Reimbursement Plan, entitled as individuals to receive benefits:

1. All full-time members of the Faculty, full-time Administrative Officers, and other full-time members of the Administration as designated by the President, who have been in the employ of the College for one year or more, their spouses, and unmarried children until their twenty-second birthday. Children are participants from date of birth, except for routine nursery and doctors' care for the first seven days after birth.

Provided that, for the purposes of this provision, "certain other members of the Administration" shall include the Librarian, the Assistant Directors of Admissions, the Superintendent of Buildings and Grounds, and the Assistant Business Manager.

2. All full-time members of the Library staff, the College nurse(s), and full-time secretarial and clerical employees who have been in the employ of the College for one year or more, and regularly employed persons in these categories who have been continuously in the employ of the College for four years or more.

3. Part-time members of the Faculty and Administration who have been

in the employ of the College for one year or more and their wives and unmarried children until their nineteenth birthday, all of whom shall be entitled to benefits prorated according to the provisions of Article II, Section B, paragraph 1, e.

4. Certain individuals, as proposed by the Administrative Advisory Committee and approved by the Faculty, who do not fall into any of the above categories, but who in the opinion of the Committee and the Faculty should be eligible.

B. Effective Date of Eligibility.

1. Eligibility of all participants shall begin one year after their effective date of employment. For those appointed on an academic-year basis, eligibility shall begin on July 1 next following the academic year for which they were first appointed.

C. Termination of Eligibility

Any participant who, for any reason, leaves the employment of the College shall be eligible for benefits until the end of the current fiscal year. This provision shall include eligible family members of deceased participants.

D. Leaves of Absence, Vacations

Participation in the Plan and eligibility for benefits shall not be suspended during sabbatic leaves, vacations, or leaves without pay not exceeding one year.

E. List of Eligible Participants

For the purpose of this Article, the Comptroller of the College shall furnish to the Administrative Advisory Committee, not later than the beginning of the academic year, a list of the full-time members of the Faculty, Library staff, and secretarial and clerical staff, and a list of part-time members

of the Faculty and Administration with an indication of the fraction of their time for which they are employed at Haverford College. For persons on these lists who have been in the employ of the College for less than one year, the date of employment shall be given.

Article II. Benefits

A. The Benefit Year

The benefit year shall be a twelve month period; the date on which it begins is at the discretion of the beneficiary. For a particular beneficiary, a subsequent benefit year may begin at any time after the termination of the last previous benefit year.

B. Determination of Benefits

1. Amount

a. When the total of the eligible expenses incurred by an eligible participant in a benefit year exceeds $175 said participant shall be paid 80% of the balance of the eligible expenses incurred by that participant for the remainder of that benefit year. After any eligible participant shall have incurred eligible expenses of $175 or more (or received Medical- or Hospitalization-insurance benefits of that amount or more), of the total of the eligible expenses incurred by any other eligible participant in the same family in the same benefit year exceeds $100, said participant shall be paid 80% of the balance of the eligible expenses incurred by that participant for the remainder of that benefit year. Benefits will be paid in each benefit year on the same basis.

b. Provided that the total reimbursement (in any one benefit

year or over several benefit years) to any individual shall not exceed $7,500; However, after $1,000 benefits have been paid to any individual, that individual may be reinstated to full coverage ($7,500) upon presentation of medical evidence that the cause of medical expense has been eliminated and acceptance of that evidence by the Administrative Advisory Committee.

c. And provided that, if two or more participating members of a family are injured in a common accident, a common deductible of $175 will apply.

d. And provided that a participant who is a member of Blue Cross, Blue Shield, or other medical- or hospitalization-insurance plan, or who receives medical- or hospital-expense benefits by reason of employment by an employer other than Haverford College shall be entitled to benefits under the Haverford College Medical Expense Reimbursement Plan in any benefit year only for the excess of eligible expenses over $175 in the case of the first member of a family to participate in benefits, or $100 in the case of any additional member, or over the amount of benefits received from the other plan, whichever is greater.

e. And provided that a member of the Faculty or Administration who is employed part-time at Haverford College, or the wife or child of such part-time person, or other eligible person who is employed part-time at Haverford College, shall receive a fractional proportion of the normal benefit, calculated

according to the preceding provisions, corresponding to his fractional employment at Haverford College.

2. Eligible Expenses

a. Eligible medical expenses are the customary charges actually made to the participant for:

Surgical operations - surgeon's fee, operating room, cost and administration of anaesthetic;

Hospital - room and board and other charges (up to amounts to be determined by the Administrative Advisory Committee from time to time).

Physician's services;

Local ambulance service;

Examinations for eye glasses (refractions);

Nursing care by a registered graduate nurse;

X-ray and laboratory examinations, excluding dental X-rays unless rendered for dental treatment of a fractured jaw or of accidental injuries to natural teeth within six months of the accident;

Physiotherapy and X-ray therapy;

Major medical supplies, including blood plasma, artificial limbs, rental of a wheel chair or hospital-type bed or iron lung, etc.;

Drugs, medicines, and dressings prescribed by order of the physician;

Diagnostic examination (up to $150).

b. Premiums paid for Blue Cross and/or Blue Shield or other

hospitalization and/or surgical insurance may be included as eligible expenses once each benefit year by each individual claimant at not more than the prevailing Blue Cross Standard Annual Premium for a single person and/or Blue Shield Plan A Annual Premium for a single (--); provided that the total of such premiums included as eligible expenses in a single benefit year by claimants in one family shall not exceed the amount actually paid for the current year's insurance coverage.

c. Exclusions

No benefits shall be provided on account of:

Services received or other expenses incurred by a participant because of any injury arising out of or in the course of his employment or any sickness entitling him to benefits under any workmen's compensation or occupational disease law;

Disease contracted or injuries sustained as a result of war, declared or undeclared, or any act of war, or in the course of military service;

Dental care and treatments, dental surgery, or dental appliances, unless such charges are made necessary by accidental bodily injury effected solely through external means and occurring while the participant is eligible under this Plan;

Eye glasses or hearing aids;

Surgery or treatment for cosmetic purposes;

Treatment or hospitalization for mental illness;

Medical or hospital fees for maternity and other expenses arising out of pregnancy shall not be eligible, but benefits are payable for the performance of intra-abdominal surgical

procedures in connection with a pregnancy and for charges incurred thereafter because of the pregnancy, and for other severe complications of pregnancy, such as toxemia of pregnancy including eclampsia, hemorrhage, and puerperal infection, but excluding psychiatric care, provided that the pregnancy giving rise to the aforementioned complications had its inception while the individual was an eligible participant; travel, whether or not recommended by a physician.

d. A charge is considered as incurred on the date the service is received, rather than on the date the bill for services is rendered or received.

C. Claims

1. All claims for reimbursement under this plan shall be made in writing, supported by bills received from the hospital or physician and, for drugs, bills from the pharmacy. Bills shall indicate the date or dates of service and the name of the individual served.

2. Claims for reimbursement must be filed within thirty days after the end of the benefit year in which the expenses were incurred. Provided that claims may be filed at any time during the benefit year, after the accumulation of sufficient expense to satisfy the deductible.

3. Claims for reimbursement shall be submitted by the claimant or his representative to a member of the Administrative Advisory Committee, preferably the Chairman. The Administrative Advisory Committee will consider all claims, and the Committee's approval is required before payment can be authorized.

Article III. Finance and Administration

A. Medical Expense Reimbursement Fund

1. Upon approval of this Plan by the Board of Managers of Haverford College, the sum of $10,000 was established as The Haverford College Medical Expense Reimbursement Fund.

2. The current policy is that the contribution of the Board of Managers, to be placed at the disposal of the Committee, shall be calculated in accordance with a formula submitted by the Administrative Committee of the Fund. Such formula is based on the claims record since the inception of the plan.

3. The Reimbursement Fund shall be held by the Treasurer and/or the Vice President for Business Affairs of the College, either of whom shall be authorized to make such payments therefrom as from time to time may be certified by the Administrative Committee.

4. The unexpended balance of the Reimbursement Fund at the end of any fiscal year shall be carried forward and made available for the payment of benefits in subsequent years.

5. If, at any time, the Medical Expense Reimbursement Plan shall be discontinued or the Fund shall be reduced, the balance in the Fund or the released portion of the Fund shall be made available solely for Faculty compensation or other Faculty benefits, as may be agreed by the President of the Corporation, the President of the College, and the Faculty Committee on Faculty Compensation.

B. Administrative Committee

1. Composition

The Administrative Advisory Committee or a duly constituted Sub-Committee shall serve as the Administrative Committee for MERP.

2. Duties

a. The Administrative Committee shall pass on all claims for reimburse-

ment of medical expenses, as provided in this Plan. It shall certify to the Comptroller those claims which are approved for payment.

b. The Administrative Committee shall, every second year during the life of the Plan, re-examine the benefit terms of the Plan, the amount of claims that have been paid, the accumulated balance of the Reimbursement Fund, and the relationship among these three. The Committee may, at its discretion, recommend to the Faculty, the President, and the Board of Managers:

Changes in benefits, or

A change in the annual appropriation to the Reimbursement Fund (the amount of any reduction to be applied to other forms of Faculty remuneration), or

A combination of these, or

Termination of the Plan.

Provided, however, that the Committee shall not be limited to making recommendations only at the two-year intervals.

C. Benefits are Non-Contractual

1. The Benefits provided under this Plan are non-contractual. They are the distribution by the Faculty of certain sums of money provided by the College.

2. Nothing contained herein shall be construed as creating a liability of the College to any individual. The only commitments of the College are the provision of the indicated sums of money and their custody, as above provided.

11. TUITION GRANT PROGRAM

Haverford College will make tuition grants to financially dependent children and the legally adopted children of:

a. The faculty and administrative officers employed full time by Haverford College.

b. Such other members of the faculty and administrative staff as may be recommended by the President and approved by the Board of Managers.

The grants will be made on the following basis:

1) The child for whose benefit the grant is made must be attending or about to attend an accredited undergraduate college on a full-time basis and must be in good standing.

2) The grant shall only be made against tuition fees. The grant shall be equivalent to 2/3rds of the excess of the tuition fees alone over available scholarship. Other fees such as board and room and general fees cannot be included. In no case shall such tuition grant exceed 2/3rds of the then current tuition charged by Haverford College.

c. Any grant for the benefit of the child of a part-time faculty or administrative officer shall be pro-rated in accordance with the time such member is employed by the College.

d. If the child of a faculty or administrative officer attends Haverford College, the tuition shall be completely free. The parent shall, however, still be liable for all other fees such as room and board, unit fee, etc.

e. When a tuition grant is to be made, the faculty or administrative officer shall make a claim on a form obtainable from the Business Office, giving the necessary details. Upon receipt of this,

Haverford College will prepare a check for the amount of the grant. It shall be made payable to the College at which the child is enrolled. The check may be forwarded to the parent for onward transmission with his tuition bill. In no case can the grant be disbursed to the student for his personal use or to the parent.

12. HOUSING

College-owned houses and apartments, when available for rental, shall be offered to full-time Faculty members and full-time Administrative Officers of Haverford College. Assignment to applicants shall be made on the basis of seniority of service to Haverford College regardless of rank or position. For this purpose, each year the President has prepared a seniority list of full-time Faculty and full-time Administrative Officers eligible for housing. This list is accessible to the Faculty. Persons with one-year interim but full-time appointments are not eligible for housing under these terms. They may, however, be assigned College housing if any units remain after needs of those on the seniority list are satisfied.

The President has designated the Vice-President for Business Affairs of the College as the Officer of the College responsible for the assignment of available housing according to procedures developed by him. These procedures are in accordance with the terms of this booklet. Seniority for new faculty members is determined according to the date of the acceptance of the appointment. If there are insufficient housing units available for all faculty applying for them, the units available will be assigned to those who have most seniority. However, instead of adhering strictly to such seniority, the President - or his deputy with the President's approval - may upon occasion make allocation, where a clear case of equity

or necessity justifies such an exception.

Although changes in residence normally will be made in accordance with these regulations, the President of the College, after consultation with the Academic Council, may in exceptional cases alter the procedure.

Note 1: A member of the Faculty or administration living off campus does not lose his rights of seniority in case he should wish to move to or return to the campus.

Note 2: A member applying for housing should do so with the full expectation of occupying the premises for at least three years.

Occupancy by Retired Faculty Members and Administrative Officers

Members of the Faculty or Administration on or after retirement may be asked by the President of the College to move to smaller quarters; at a subsequent time if conditions have changed they may be asked to move again. In the case of the death of a faculty member or administrative officer, his family must vacate the property in not more than 12 months from the date of death.

House Lease

1. The lessee will pay the rent monthly in advance (Schedule from the Business Office), and will authorize the College to deduct rent from his salary.

2. The Lessee shall not occupy the premises otherwise than as a residence, although he may have an office there in connection with the performance of his duties as a member of the Faculty, Administration, or staff of Haverford College.

3. The lessee shall pay:

a. All charges for heat, gas, electricity and water.

b. Up-keep of lawns, shrubbery, and snow removal.

c. The installation and removal and repair of screens, storm sash, and window shades.

d. He shall supply his own kitchen equipment, excluding a stove which is supplied by the College.

While there are some minor adjustments and improvements which can well be taken care of by the tenant, in matters like electricity and plumbing where there are codes and standards to be taken into consideration, the work should be done by trained personnel.

This work can be provided by a contractor whom the College may indicate or a contractor whom the lessee may choose, but who must be approved by the College. Such a contractor may do the job for an established and prenegotiated price. Generally, experience proves that College costs are below outside prices. Upon request, the College will arrange to have its employees do emergency work and to undertake other jobs as soon as the work schedule will allow it. The lessee will be billed the total cost of material used plus the actual payroll for the time which the foreman allocates to the job (which includes travelling time and shop time) plus 10% for overhead, insurance, etc., all of which will be itemized.

4. The College will be responsible for the upkeep of the structure of the buildings including the heating system, the plumbing, the exterior painting, roads, trees, driveway and stove.

The tenant himself will be responsible for minor maintenance and repairs. The latter may be undertaken by the College on request, for which a charge will be made. However, these will only be undertaken should the work then in progress at the College allow.

The tenant is responsible for operation and routine maintenance of the heating system. For instance, the McCandless Fuel Oil Company offers a contract which is worth considering. It includes:

1. Checking and cleaning of: head assembly of burner; oil strainers and filters; burner fan and motor; ignition system; all controls.

2. Vacuum cleaning of: boiler or furnace; smoke pipe; chimney base where accessible.

3. Lubrication of: burner motor; blower bearing and motor (on warm air system); circulator bearings and motor (on hot water system).

4. Adjustment of: fire to proper combustion; controls.

5. Emergency Service on: Oil burner; controls and 2 preventative maintenance service calls.

6. Repairment or replacement of following Oil Burner parts when worn out due to normal use: burner fan; shaft couplings; oil pump; nozzle; oil strainer; ignition points; ignition wires; ignition transformer; all oil burner controls (except low water cut-off on steam heating systems); circulator assembly; air and oil filters; flue pipes.

7. Repair or replace single 275 gallon basement oil tank: (In accessible location) or credit of $60 toward a larger outside tank; repair or replacement of circulator motor on forced water or blower motor on forced warm air systems.

Apartment Lease

1. The lessee will pay the rent monthly in advance (Schedule from the Business Office), and will authorize the College to deduct rent from his salary.

2. The lessee shall not occupy the premises otherwise than as a residence, although he may have an office there in connection with the performance of his duties as a member of the faculty, administration, or staff of Haverford College.

3. The College will pay for:

a. Heat, water, electricity used in the basement or public spaces of the building; snow removal (including removal of snow from fire escapes).

b. Repairs to the structure of the building, including plastering, plumbing, heating system, electric wiring, but not minor repairs and maintenance within the apartment.

c. Upkeep of window screens, storm sash, window shades; and will provide janitor service in the public areas for the removal of trash and garbage.

4. The College is responsible for the upkeep of the grounds.

5. The College will supply a refrigerator and a stove.

Garages

A garage connected with a house is for the tenant of that house to use as he sees fit. Tenants of apartments may rent garage space at the rate of $60.00 per year; if rented on a monthly basis, the rate is $10.00 a month.

Condition of Housing at the Time of Occupancy

A. Standard preparation for occupancy.

In preparing houses or apartments for occupancy by new tenants, the College will make a survey of the work to be done. The College will insure that the house or apartment is in a reasonable state of repair. Redecoration will be at the discretion of the tenant, having regard to the redecoration regulations contained in paragraph B below. The tenant, of course, may at his own expense contract with the College for additional decoration.

B. Redecoration by tenants

Tenants may, if they wish, personally repaint interior portions of housing units at any time, but they must furnish advance notice of their intentions to do so to the College, together with some evidence of their

qualifications to undertake the job successfully.

Tenants who wish to undertake more extensive kinds of redecoration should present evidence of their qualifications to carry out the work, and should obtain written permission in advance.

The monies available for redecoration may not be used for adding fittings to a residence, such as bookshelves.

C. Termination of lease

The lease provides that at the time of termination of the lease tenants shall deliver the premises in as good order and repair as they were at the time of occupancy, with due allowance for wear and tear. As the terminal date on the lease of a College housing unit approaches, the College should remind the tenant of this provision.

In those cases where a tenant who is terminating his lease takes his final leave of the campus in June and sublets his housing unit either to students or others, the College will charge the tenant for any cleaning or repairing that is required to be done as a result of summer occupancy.

The College reserves the right to require tenants to vacate houses or apartments which have been assigned to them if the plans of the College make it necessary or desirable to abolish the housing units concerned to sell them, or to assign them for purposes other than Faculty housing. Tenants will be given at least six months notice of any such intent on the part of the College. The College will also do what reasonably can be done to aid the tenants so dispossessed to find acceptable living accommodations, to reduce moving costs, etc.

D. Subletting Procedure

a. Term of one year or less

Subject to the approval of the Vice President for Business Affairs

any faculty tenant of College-owned property shall have the privilege of subletting the space covered by his lease in the summer, and also while on sabbatical leave. Similar approval shall be required for any other subletting arrangements.

Similar procedure shall be observed by tenants of College-owned houses who wish to sublet any room or rooms to any person either for money or services.

When subletting (except for the summer) a tenant is expected to offer the premises first to other members of the Faculty and Administration. If, by a date three months before the tenant intends to sublet, he has not been able to find members of the faculty or administration as subtenants, he may, with the approval of the Vice-President for Business Affairs sublet to persons outside these groups.

When subletting to other members of the Faculty or Administration, a tenant should charge the subtenant only the rental which he pays to the College, plus a reasonable charge for wear and tear if the premises are rented furnished.

Seniority is not considered in the above procedure. Should a tenant be unable to sublet his furnished house or apartment in accordance with the above procedure (i.e. to a person satisfactory to both the Vice-President for Business Affairs and the tenant) then the College will pay for moving the furniture to storage on College property and back to the apartment at the end of the year. The College will not be financially responsible for furniture while in storage. The College will undertake to sublet the housing unfurnished and relieve the tenant of the responsibility for rent.

b. Term of two years or more.

When a member of the Faculty is to be absent for two years or more, his

lease will be suspended for the period and the housing involved will be leased by the College, in accordance with the rule of seniority of service.

If the original tenant cannot satisfactorily arrange with the new tenant for the use of his furniture, the furniture must be removed from the house and stored at the owner's cost and responsibility.

c. Subletting in summer.

As stated above, and as provided in the leases, subletting of Faculty housing on the campus is subject to approval of the Vice-President for Business Affairs. Permission to sublet during the summer to students or to recent graduates who are working at the College (or in special circumstances, students working at neighboring institutions) may be granted under the following conditions:

The Dean of Students will confer with each student involved to inform him of what is expected in the way of conduct. If the Dean is satisfied that the students understand fully what is expected of them, permission to sublet will be granted to the Faculty member concerned provided (a) that the Administration is convinced that the students are thoroughly reliable, and (b) the Faculty member sponsoring their work will agree to accept responsibility for imposing suitable penalties for any misbehavior.

When a tenant sublets he should furnish his tenant with information regarding his own arrangements with the College, and should give the tenant all necessary information about the community. While the College continues its responsibility toward the building as provided in the lease, it will not act as the lessee's agent. In case of damage to the building arising from the subtenant's action, or in case the subtenant fails to maintain the premises (for example, fails to cut the grass), the lessee is responsible to the College. Subtenants should be informed that the subletting of College

housing does not carry with it privileges accorded only to Faculty members.

E. Garbage - Rubbish Collection

1. Garbage and rubbish should be wrapped in paper, placed in covered containers and left at curb. Pick up may occur as early as 7:00 A.M. Burning garbage or rubbish is a violation of township regulations, and is subject to penalty. Occupants of the houses handle their own garbage and rubbish. The janitor picks up daily except Sunday at each apartment. Tenants should check with janitor about collection time.

2. Collection days in Haverford Township are Monday and Thursday, and in Lower Merion Township are Tuesday and Friday. South Wyoming Avenue Apartments, houses and apartments on College Lane and on Duck Pond Lane, 421 Lancaster, and Nos. 8, 10, and 36 Railroad Avenue are in Lower Merion Township. All other residential housing owned by the College (as of the summer of 1970) is in Haverford Township.

F. Emergencies

For both house and apartment tenants:

In case of emergency or maintenance breakdown:

1. During office hours, call Mr. Elmer Bogart, extension 380 and 381.

2. After office hours, call Mr. Bogart at his home number, MO 4-7229.

G. Security

Tenants are urged to exercise care in keeping doors locked. This is of special importance where the house or apartment is easy to reach from the streets outside the campus. Cellar doors in the houses and storage closets in the apartment buildings should have particular attention. Locks are to be supplied by the tenants.

The distribution of the buildings and the ease of access from outside present the College with a difficult security problem. While the College

does have watchmen, it is not possible to provide maximum security at all times.

Should circumstances warrant it, tenants should not hesitate to call the police without feeling that they must notify the College first.

H. Job Order Form

Requests for work to be done should be sent to the Department of the Superintendent of Buildings and Grounds (Mr. Elmer Bogart), on the Job Order form available in that office. All requests should be by the use of this form since employees have been instructed not to take instructions in ahy other way. This form also puts your request on record whereas verbal requests are liable to be forgotten. The College will give emergency work first priority and other jobs will be undertaken as the work schedule and size of the staff permit.

I. Redecoration Allowance

The redecoration allowance is one month's rent a year, and this may be allowed to accumulate.

J. Billing Procedure

While it may not be practical or desirable to have all bills for repair, redecoration, or alterations broken down into minute detail, it is important that all bills go into enough detail so that the tenant has a clear picture of what he is paying for.

Responsibility in Case of Fire, Theft, etc.

As would be the case in houses or apartments outside the campus, the College has no responsibility for the loss of personal property as the result of fire, the extended coverage perils of lightning, explosion, wind, storm, smoke and smudge, automobile and aircraft damage or burglary and theft. This applies during the summer as well as through the college year.

K. Trash Disposal

It is in the interest of all tenants not to keep large amounts of trash in their attics or in their basements. This constitutes a fire hazard and the College insurers are constantly bringing this matter to our attention. Tenants are therefore advised to put their trash out for collection on the regular collection days.

13. ASSIGNMENT OF HOUSING

At present, responsibility for assigning college-owned housing in accordance with seniority is in the hands of the Vice-President for Business Affairs. Assignment is done according to the following procedures:

An announcement of known housing vacancies for the following year will be sent to all Faculty members and administrative officers (including any who may be on leave), inviting applications for these housing units within a specified time (note 1). Similar announcements will be made subsequently, as knowledge of additional vacancies becomes available. Faculty members are urged to bid for all available houses in which they are seriously interested. Each unit will be assigned to that eligible applicant who has seniority. Each applicant will be informed of his position of seniority among the applicants.

This assignment is binding on the College. However, a successful applicant may apply later for another housing unit which he prefers; if successful, he would then release the unit previously assigned to him, which would then be assigned to the next senior person who is still interested among those who applied originally.

The rent to be charged will be stated in the initial notice, which will also specify a time, agreed to by the current tenant, when prospective applicants may inspect the premises.

The senior applicant will be expected to indicate acceptance or non-acceptance within a week after being notified that he is senior (note 2). If he decides not to accept, the unit will be reassigned to the next person on the list. If he accepts, his present housing unit (if any) is released for reassignment. Thus he commits himself to move out of his present quarters, but he still may apply for other housing, if a more desirable unit should become available.

All accepted assignments become final by May 20th. Any housing which becomes available later may have to be assigned temporarily by ad hoc procedure, and placed on the list for faculty application the following year.

When the availability of more than one unit is announced at one time, an applicant may apply for more than one unit. If he does so, he should indicate the order of preference, so that each applicant may be assigned to that unit which he prefers among those for which he has seniority.

Notes

Note 1. The time may vary, depending on how remote some persons on leave may be, and depending on how late in the spring the announcement is made.

Note 2. After May 1st, this period may have to be shortened.

14. HOUSING ALLOWANCE AND MORTGAGE POLICY

a. Rents on those houses which are leased to college personnel will continue to be lower than the local commercial rents, thus retaining the present considerable fringe benefit.

b. The formula for computing the housing allowance made to those persons owning or renting housing off campus will continue to be negotiated with the Administrative Advisory Committee or its appropriate Sub-Committee. This housing allowance will only be paid to those who are eligible for,

but do not occupy College Housing.

c. Applications for a mortgage should be discussed with and made to the Vice-President for Business Affairs for presentation to the Finance Committee, such mortgages being available to those members of the faculty for College housing on the following terms:

(i) All mortgages will carry interest at the rate of 4½% per annum on the first $30,000; sums borrowed in excess of $30,000 would be at [illegible]evailing rate of interest; the total rates to be averaged in the mortgage. These rates may be reviewed and changed from time to time by the Finance Committee of the Board of Managers.

(ii) Mortgages will be written for a period of 20 years or less and may not usually extend beyond the normal retirement age.

(iii) Where the house to be purchased is contiguous or adjacent* to the campus, 100% of the appraised value or the cost price, whichever is lower, limited to a maximum advance of $45,000

*These are the areas where it is College policy to buy with a view to long-term development:

College Avenue (between Haverford Road and Railroad Avenue)

Walnut Lane

Oakley Road

Panmure Road (between Buck Lane and Railroad Avenue)

Wyoming Avenue (North side)

Overhill Road (West side)

(iv) Where the house to be purchased is not located in the areas listed in (iii) above, 90% of the appraised value or the cost price,

whichever is lower, limited to a maximum advance of $40,000. Such housing must be within reasonable commuting distance of the College.

(v) Each such mortgage is subject to approval by the Finance Committee. Such approval will not normally be given if in the judgment of the President acting with the advice of the Administrative Advisory Committee, adequate College housing is available.

d. Where 100% advance is made, the college will require an option to purchase the house from the member or his estate, inserted in the mortgage deed. Such a purchase would be made at the then current market price as determined by a professional appraisal.

e. Mortgages will only be granted to those who intend to occupy the house themselves. No member may have a mortgage from the College and also occupy College-owned housing. A faculty member who is paying off a mortgage from the College must retire such mortgage before occupying College housing.

f. The following provisos shall be inserted in every Bond and Warrant and referred to in the mortgage:

ANL PROVIDED FURTHER, however, and it is expressly agreed, that the principal balance of this Obligation, together with accrued interest thereon, shall accelerate and become due and payable:

(a) immediately upon any change in the quality and/or quantity of the estate of the Obligors, either legal or equitable, in the mortgaged premises securing this Obligation, including but in no wise limited to the sale, lease or transfer of ownership of said premises;

(b) within one year after_____ceases to be employed by the Corporation of Haverford College, or its successors:

(c) within one year of the date of death of _____

Any of the foregoing conditions or events set forth in items (a), (b), or (c) hereof shall not be construed as waiving or abating the hereinabove contracted monthly installments.

15. DISCOUNT ON PURCHASES

Major purchases (stoves, refrigerators, furniture, etc.) and purchases of tires and batteries may be made with a discount from certain stores. Those wishing to take advantage of this should consult the purchasing officer in the Business Office for details of such arrangements.

16. COURSES FOR FACULTY SPOUSES

Wives (or husbands) of Faculty members may attend courses at Haverford, either as auditors or for credit. To audit a course a Faculty spouse need only obtain permission of the instructor in the course. (This is more than a mere formality, since the instructor has the right to refuse to accept auditors, and is expected to do so if their presence would interfere with the best operation of the course).

To take a course for credit, a Faculty spouse must first register with the Associate Dean of the College, who will consult the instructor in the course before accepting the registration. Permission to register may be denied only if the course is full, or for other genuine academic reasons.

There is no charge when a Faculty spouse takes one course a semester; each course after the first in a given semester will be charged the regular rate for Special Students

In the unlikely event that the spouse of a Faculty member wished to become a candidate for a degree at Haverford, ad hoc arrangements, both financial and academic, would be made by agreement with the Director of

Admissions and the Associate Dean.

17. MOVING EXPENSES ON APPOINTMENT

The College will normally pay the first $250.00 of the moving expenses of any regular Faculty member or Administrative officer, newly joining the College. In addition, the College will pay one half of the excess of such costs over $250.00, provided that in no case will the College contribution exceed a total of $750 for any one individual or family.

18. EXPENSES FOR FACULTY TRAVEL

Any member of the Faculty active or emeritus, who attends a meeting of a national learned society as a national officer, to read a paper, or to serve as an invited participant in a panel discussion, or who presents an invited paper at a learned symposium within the U.S. and Canada, is ordinarily entitled to receive from the College the cost of round trip railroad coach fare or tourist air fare including limousine service. Prior approval should be received from the Provost's office to ensure that the trip falls within the approved categories and that budgeted funds are available. Active full-time Faculty members wanting to attend meetings of learned and professional societies may apply to the Provost for travel funds. Such applications will be considered on their merit and are subject to the availability of budgeted funds.

Grants for international travel are at the discretion of the Provost ard shall not exceed the cost for coast to coast travel within the U.S.

Travel grants to any particular Faculty member in the course of a year shall not normally exceed $300.

A completed purchase order for travel tickets should be signed by the Provost before presentation to the travel agency.

19. LOANS

The College's policy on loans is strict. They must be applied for in writing. Requests for loans up to but not exceeding $1,000 can be approved

by the Treasurer and the Vice-President for Business Affairs together. All requests for loans in excess of $1,000 shall be considered by the Finance Committee of the Board of Managers and shall only be granted in exceptional cases. Where loans of up to $1,000 are made, these shall be repaid within the College fiscal year. Where loans in excess of $1,000 are made, the terms of repayment shall be agreed with the Finance Committee or as laid down by that Committee. Interest rates on loans shall be as determined by the Finance Committee.

20. FUNDS FOR RESEARCH AND STUDY

The Board of Managers has made a regular annual appropriation to a fund for faculty research. It is hoped that such appropriations will continue in future years. Inquiries or applications for grants from this fund should be made to the Chairman of the Committee on Faculty Research and Study.

21. MILITARY AND NON-MILITARY RESEARCH

Official College policy on research recognizes possible conflict between certain research activity and the Peace Testimony of the Society of Friends. This policy, as approved by the Board of Managers on 9-27-37 and slightly revised on 12-17-59, is as follows:

a. Since an increase in research activity at Haverford College would enrich the teaching program and stimulate independent study and publication by the faculty, faculty research should be encouraged and the Board should make an annual appropriation from College funds for that purpose.

b. To this end, the President shall appoint a Committee on Faculty Research and Study to advise him with regard to research activity at the College. This Committee might assist members of the Faculty in the preparation of their research applications, suggest sources of funds for research

projects, and sponsor those projects which have its approval. The Committee should recommend to the President or the Provost those projects which should receive grants from the unrestricted funds made available by the Board. It should also assist the President in avoiding overlapping of research proposals and in related problems.

c. Research, the significance of which in the opinion of the College is primarily military or when a military objective motivates the investigator to any degree or which is known or expected to be classified for security reasons, or to involve security clearance of personnel or any restrictions on the publication of the results, is considered to be military research and is not consistent with the peace testimony of the Society of Friends. Hence the College should not apply to any source for funds for military research. If in the course of any research program restricted or classified data become involved or if security clearance is required or publication or results is restricted, the College will immediately cancel the contract.

d. As for non-military research, the College should be willing to apply for funds to appropriate sources, not including the Department of Defense and its branches, on behalf of a Faculty member subject to the following provisions: (a) Such activities should not conflict with his other College duties. (b) The solicitations should be coordinated by the Administration. (c) The allocation of College facilities and resources to the project should be approved by the Administration. While the Board of Managers does not feel free to seek the aid of the Department of Defense in raising money for research, requests addressed to the College from any department of the government should be considered by the Board on their merits.

22. SUMMER WORK AND SUMMER SALARIES

Many of our faculty members engage in research work in the summer months. Haverford encourages its staff to do this. It will support all reasonable applications to government agencies an foundations to support such work provided it complies with paragraph 8 of section 2 of this handbook regarding military and non-military research.

It is the policy of the College to restrict its faculty to working only two months during the summer. This means that any application for research funds should include, where applicable, a maximum salary request on behalf of the faculty member of two-ninths of his annual salary.

The institution believes that it is in the best interests of the College and of the faculty member that he be required to take at least one month's vacation during the summer so that he might return to his teaching duties physically and mentally refreshed.

23. OUTSIDE EARNINGS

At the Faculty Meeting of 1-18-45, it was voted that the report of a Special Committee on Faculty Activities be spread upon the Minutes. Since this report is long, and since it was prepared under wartime conditions, some of it is not relevant at present and it is not reproduced here in full. The Summary may, however, be of interest, and is as follows:

"In short, the Committee recommends (1) that the normal teaching load be observed, and that Faculty members, as long as they perform their stated duties well, be encouraged to carry on other activities of a scholarly and meritorious nature, provided neither students nor colleagues are inconvenienced thereby; (2) that extra earnings (if any) should be of no concern to the college; (3) that regular off-campus employment should never be permanent,

but solely for the purpose of meeting a temporary emergency (off-campus employment being understood as that which is so remote as actually to interfere with a teacher's regular duties), and that the consent of the College to such employment be obtained in advance; (4) that part-time teaching, implying as it does part-time employment elsewhere, should be avoided as much as possible; (5) that financial arrangements between the College and its Faculty be simple and clear-cut, and that anything involving departure from the established salary-scale or from generally accepted rules of tenure be avoided."

24. THE COMPUTING CENTER

The Joint Computing Center of Bryn Mawr, Haverford and Swarthmore is housed on the Haverford campus. Access from Bryn Mawr and Swarthmore is by remote terminals and several such terminals are also located at Haverford. The Center contains an IBM 360/44. This machine has a core memory 32,000 words of 32 bits each plus 4 parity bits and a disk memory of roughly 4,000,000 words. In addition the Center contains peripheral equipment such as key punches, sorter, and reproducer.

The resources of the Center are available to all Faculty members on an equal basis. If a Faculty member wishes to use the machines himself, he must demonstrate a satisfactory knowledge of OK operation. Instruction is available for both students and faculty. Where possible it is hoped that Faculty members will include in their requests for research funds amounts which can be paid to the Computing Center for the computations made there. It should be stressed that where such funds do not exist, the resources of the Computing Center will be made available free of charge.

25. FACULTY OFFICES

In view of the close relationship between the teaching and research function of Faculty members and the assignment of offices for use by them, the assignment of Faculty offices is the responsibility of the Provost or Associate Dean of the College. Each year, not later than early May, the Vice President for Business Affairs will supply the Provost with a list of spaces available for Faculty offices and the Provost will supply the Vice President for Business Affairs with the needs of the Faculty for the ensuing year. After they have conferred and agreed on the availability of space, the Provost will, prior to September first, assign such space as is available in accordance, so far as is possible, with the following principles:

1. A Faculty member may expect to be allowed to retain his office from year to year unless his assignment to that office was designated as temporary. However, a Faculty member who is retiring as Chairman of a Department may have to release his office to the new Chairman if it is the only available office particularly suitable for the Chairman.

2. It is expected that only one Faculty member will be assigned to an office, although a Faculty member on part-time and temporary appointment may have to share his office with another Faculty member. In no case will a Faculty member be assigned more than one office.

3. As new facilities become available, certain areas will be roughly designated for certain disciplines and offices will be assigned accordingly.

4. Members of the Biology and Psychology Departments will be assigned offices in Sharpless Hall, members of the Chemistry, Mathematics and Physics Departments will be assigned offices in Stokes Hall, and members of the Music Department will be assigned offices in Drinker. The use of offices in these buildings not assigned to members of these departments will be determined by the Provost.

5. It is recognized that, when an office becomes available, there will often not be strictly objective rules to determine the assignment. In the absence of objective criteria, the Provost will assign it to that person among those who desire it who, in his opinion, can make best use of it. Number of hours a week of office use and frequency of student office calls, as well as use for scholarly purposes, will be taken into account. If no other criteria suffice to enable the Provost to make a decision, seniority and rank will be the determining factor.

6. Faculty on leave and not in residence may expect their offices to be assigned to others during their absence.

7. If pressures on office space for regular Faculty members require it, Faculty on leave of absence without pay, but in residence, may be asked to make their offices available to active Faculty during such leave.

The furnishings supplied by the College for Faculty offices are: a desk, suitable for locking papers; two side chairs and a desk chair; bookshelves; a file cabinet without lock; wastepaper basket; desk lamp.

26. COLLEGE LIABILITY

The College meets the requirements of the Workmen's Compensation Act of the Commonwealth of Pennsylvania. Beyond this, the College is not liable for personal injuries suffered by members of the Faculty. The College is not responsible for property losses incurred by members of the Faculty.

Although medical expenses resulting from accident or disease are not the responsibility of the College, except as covered by the Medical Expense Reimbursement Plan, members of the Faculty and staff, in case of accident or other emergency, will be given the privilege of first-aid treatment at the Infirmary by its staff in attendance at the time.

SECTION III. ACADEMIC PROCEDURES

1. Amount of Work Required of Students
2. Evaluation of Student Performance
3. Grading Procedures
4. Reporting and Recording Grades
5. Written Evaluations
6. Informing Students of Grades
7. Deficiency Reports
8. College and Departmental Honors
9. Class Hours and Extracurricular Activities
10. Cancellation of Classes
11. Registration Procedures
12. Prerequisites
13. Course Changes
14. Independent Study Courses
15. Double Credit Courses
16. New Courses
17. Auditors
18. Laboratory Work
19. Reading and Study Program, Counseling
20. Papers
21. Exceptions to Academic Regulations
22. Credit for Courses Taken at Other Institutions
23. Attendance at Classes
24. Conduct of Examinations
25. The Honor System

1. AMOUNT OF WORK REQUIRED OF STUDENTS

The normal full-time course load for students is four courses in each semester. The Faculty has accepted the principle that a course requiring more than nine hours a week average work, including time spent in the classroom, in the laboratory and on outside preparation, is not in harmony with the over-all work load expected of the student.

For such purposes as transfer of credit and graduate school admission, it is necessary for us to assign credits in terms of semester hours. Most courses are given four semester hours credit, a course with laboratory five. Even in the case of a laboratory course, however, the limit of nine hours per week total average work should be observed.

2. EVALUATION OF STUDENT PERFORMANCE

Evaluation of each student's performance is a vital part of the process of learning, and no policies which deal only with the mechanical aspects of grading or recording grades can substitute for the responsibility of each teacher to evaluate his students' ability and performance in each course. All instructors are urged to read papers and tests promptly and to return them to the students with written comments, making themselves available to talk with students individually about their work.

Although deficiency reports are requested in the middle of each semester for students who are not doing satisfactory work in a course, grades are submitted only at the end of the semester. Within the semester each instructor is free to use whatever system of evaluation he finds most effective for his courses.

3. GRADING PROCEDURES

At the end of each semester each Faculty member submits, for each

student in each of his courses except those in which a written evaluation replaces the numerical grade, that numerical grade which in his judgment best represents the quality and quantity of work done. Haverford College grades are based on a numerical scale with 100 the highest grade possible. The lowest grade for a completed course is 45. If a student fails to complete a course for which he is registered, the grade is recorded as "DR" (Dropped). If a student withdraws from a course for reasons which are accepted by the Associate Dean, including those beyond the student's control, the grade is recorded as "W" (Withdrawn with permission).

The minimum passing grade is 60. No course credit is given for a course in which the grade is below 60. There is one exception to this rule. If a student fails the first semester of a year course in which the work of the second semester depends heavily on that of the first, and still is allowed by the instructor to continue that course, he may receive credit for both semesters if his grade for the second semester is 70 or above. Such an arrangement must be confirmed in writing to the Recorder at the beginning of the second semester.

If a student receives a grade lower than 65 in a course which is a prerequisite for another course, he must, in order to take that other course, have the permission of the instructor. In some courses a grade higher than 65 may be requested in a prerequisite course.

A course in the major field cannot be used to satisfy a departmental requirement for the degree if the grade is below 65.

The Committee on Student Standing and Programs reviews students' records at intervals, and has authority to drop students from college, or to set requirements for additional work in cases of students whose work is unsatisfactory. As a rule, the Committee will drop from college freshmen

who do not pass their courses, and those upperclassmen who do not show work which is better than passing. The normal expectation is that each year a student's work should show noticeable improvement. Furthermore, any student whose record is such as to justify the belief that he is not availing himself of the opportunities offered by the College may be dropped at any time the Committee makes such a determination.

The grade "Incomplete" may not be given except by advance arrangement with the Associate Dean, who, if the circumstances warrant, will permit an instructor to submit a grade of "Incomplete" provided that a definite date is set for changing this to a regular grade. If the work requires more than several weeks to complete the Associate Dean may agree to a grade of W for the course. A grade of CIP (Course in Progress) may be submitted at midyear for Senior research or independent study courses which run throughout the year, and for certain other year courses, as agreed upon by the instructor and the Associate Dean, and so announced at the beginning of the course. However, if it is possible to evaluate a student's work at midyear without difficulty, a CIP grade should not be used. The appropriate midyear grade for a 100 course which is extended throughout the entire year is NGR (No Grade Recorded). The Committee on Student Standings and Programs has the right to request a provisional grade in such cases, if the absence of a grade makes difficult its analysis of the performance of a student in academic difficulty.

In grading all papers, the Faculty should take into account the style and mechanics of writing. In this connection, the Faculty approved a ruling on 2-26-47 as follows:

It shall be considered the official duty of each member of the Faculty to take cognizance of careless or illiterate use of the English language

in the written papers submitted to him, and to detract from the grade which the paper would otherwise have received. In carrying out this mandate, members of the Faculty are asked to make an important distinction:

a. Papers written outside of class, presumably at leisure and with a dictionary at hand, are to be graded down strictly (regardless of content or other considerations) for mechanical errors in spelling, grammar, capitalization and essential punctuation, as well as for gross and demonstrable errors in style, especially in the organization of sentences and of paragraphs. In each such case the deficient student must be informed that his English writing is at fault.

b. Papers written in class or in examination, presumably under pressure and without a dictionary, may or may not be graded down -- at the discretion of the instructor in charge of the course.

4. REPORTING AND RECORDING GRADES

Grades or the appropriate written evaluations are due at the times announced to the Faculty each semester. A grade of "DR" (Drop) will be entered in cases where a grade is not submitted by the instructor by the announced due date.

These due dates are the times when the grade reports should be in the Recorder's hands. Unless they are placed in campus mail at least 24 hours before the time they are due, they should be delivered directly to the Recorder's office in Founders Hall.

Policy on Release of Student Grades
Received during the First Two Years

Grades received by students at Haverford College during their first two years are intended for internal use. The intention of the faculty is

to recognize the first two years as a time prior to majoring, when students should be encouraged to do the maximum of experimentation in new areas where their interest may be high but their aptitude may be untested.

The official transcript records only whether a student dropped, failed or withdrew from a course. The absence of any notation is an indication that he passed.

The Associate Dean of the College makes all decisions on any exceptions to this policy. The student's request is a necessary, but not always a sufficient, condition for the release of grades.

Normally, grades for the first two years are released only to another college or university when the student is transferring during the first two years.

Courses taken in the first two years which are directly related to the student's intended graduate study, may be released to graduate or to professional schools.

Grades are not provided for use by insurance companies.

5. WRITTEN EVALUATIONS

In certain senior research and project courses, where a numerical grade is difficult to determine, a faculty member may substitute a written evaluation of a student's performance which will be attached to the transcript record in place of the numerical grade. If this practice is to be followed in such a course, the instructor must make the fact known at the time students sign up for courses. An instructor who wishes to use written evaluations in courses other than senior research or senior departmental studies courses must first seek the approval of the faculty, initiating the request through his department chairman who, if he approves, will transmit the request to the Educational Policy Committee which will, if it concurs, seek faculty endorsement. The appropriate notation on the grade sheet is WEA (written evaluation attached), and these written evaluations are due at the same time as are numerical grades.

6. INFORMING STUDENTS OF GRADES

Since the Recorder is unusually busy at the close of each semester, when students are eager to find out about their grades, she is instructed not to give out grades to students. If a Faculty member wishes to give each of his students individually his grade, he is at liberty to do so. If he does not wish to do so, the students should be instructed to turn in self-addressed post cards with their examination books, on which the grades can be noted. Since the grade which a student receives should not be a matter of public knowledge, the practice of posting grades for the whole class is discouraged.

7. DEFICIENCY REPORTS

Once or twice each semester, the Associate Dean requests information concerning students who are not doing well in their courses. Report forms are sent to each member of the Faculty. Since these reports are used by the Committee on Academic Standing, they are of no value unless they are submitted promptly. The conclusions of this committee are helpful to the advisers, the Associate Dean, and others in counselling. These reports do not form part of the student's permanent record. It does no permanent harm to report a student who should not be reported, but failure to report a student who is heading for trouble may be serious.

8. COLLEGE AND DEPARTMENTAL HONORS

College honors (not to be confused with the Honor System) are awarded at graduation to outstanding Seniors by the Faculty acting on recommendations from the Committee on Honors and Fellowships. The requirements are set forth in the Catalog. The awarding of departmental honors in the major

subject is done by the departments individually. Requirements vary from one department to another, and descriptions of them will be found in the Catalog under the separate department headings.

9. CLASS HOURS AND EXTRACURRICULAR ACTIVITIES

Hours at which classes are normally scheduled are as follows: between 8 and 12:30 Monday through Friday (except 10:30 to 11:30 Tuesday and Thursday), between 8 and 11:30 on Saturday, between 1 and 4 Monday, Tuesday, Thursday and Friday, and between 7 and 10 Monday and Tuesday evenings. Classes, either regularly scheduled classes or special sessions, may not be held at other times except by arrangement with the Associate Dean.

Courses normally meet three times a week for fifty-five minutes (to which some courses add a laboratory period), except where, as is often the case, instructors see educational benefit in a different schedule. For scheduling purposes the Associate Dean should be kept informed of plans.

Classes begin at five minutes past the scheduled beginning time, and end promptly on the hour or half hour.

Occasionally there may be special circumstances which will warrant listing a course HTBA (hours to be arranged). Only courses in which the anticipated enrollment is very small should be so listed, and it is expected that when hours are established for regular meetings they will fall within the normal periods for scheduling classes (see above). The Recorder should be notified promptly when these hours are established, and should be kept informed of all room and time changes for classes.

Evenings other than Monday and Tuesday are normally reserved for extracurricular activities such as lectures by distinguished visitors to the College, Drama Club, Glee Club, Orchestra, athletic contests, meetings

of student organizations and so forth.

To minimize cutting of classes for participation in intercollegiate athletics, classes are not scheduled on Wednesday afternoons (but laboratories may be scheduled then, provided conflicts can be made up). Similarly, to permit the College to maintain its program of physical education, classes are not scheduled between 4 and 7 P.M. on any day. An instructor who wishes to schedule a small class or hold a special meeting of a regularly scheduled course during these hours, on Wednesday afternoon, or on any evening other than Monday or Tuesday, should consult the Associate Dean, whose decision will be based largely on whether or not the proposal would result in serious conflicts for the students involved.

10. CANCELLATION OF CLASSES

Members of the Faculty are expected to meet their classes at the times at which they are scheduled. In case the reading in a course is heavy, out of proportion to the need for classroom meetings, members of the Faculty may cancel some of the class meetings. When a Faculty member is ill, either the Associate Dean's Office or the Office of the Recorder can arrange to cancel the class if it is not practical for another Faculty member to substitute.

11. REGISTRATION PROCEDURES

There are two registration periods each year, one in November for Spring semester, and another in April for Fall semester of the following academic year. Freshmen, returning and transfer students register at the beginning of the semester when they arrive at the College. Faculty members should try to be available as much as possible during registration periods to advise students in their selection of courses.

At the end of each registration period, and at the beginning of each semester the Recorder sends each faculty member a list of students who have registered in each of his courses. An instructor may not accept a student in his course unless he is properly registered for it. If a student does not appear by the end of the second meeting of a course for which he is registered, the Associate Dean should be notified promptly.

12. PREREQUISITES

Prerequisites for many courses are stated in the Catalog. If no prerequisite is stated, none is assumed, except that (a) courses numbered above 200 are not normally open to Freshmen, (b) the first half of a year course is prerequisite to the second. Since the individual instructor, in consultation with others in his department, sets the prerequisites, he is the judge of whether or not a given prerequisite should be waived. Unless otherwise specified, a grade of 65 or better is required in each course listed or implied as prerequisite to a given course. If a student receives a grade less than 65 in a prerequisite course, the instructor (in consultation with the Associate Dean, if he desires) may admit the student to the later course if he feels that such admission is wise.

13. COURSE CHANGES

Students are free to change courses during the first two weeks of classes after consultation with their adviser, and the Associate Dean. Changes will not normally be permitted later unless the student has a good record and then only with the explicit consent of the instructor into whose course he is going, and with the agreement of his adviser and the Associate Dean.

In a semester in which a student has elected to take five courses, he may cancel the fifth course any time up to the end of the fourth week of classes with the approval of his adviser and the Associate Dean.

In making any change of courses, the student should see his adviser before asking for the approval of the Associate Dean.

14. INDEPENDENT STUDY COURSES

Most departments offer Independent Study Courses, numbered 480F, 480I, for the purpose of encouraging independent work by qualified students. These courses provide opportunities to investigate topics not covered in formal courses, to do extensive reading on a subject, to do field work, or to do library research. A student wishing to undertake Independent Study must secure the permission of a Faculty supervisor prior to registering for the course. Independent study done without Faculty supervision will not be given college credit. Requirements such as examinations or papers are determined jointly by the instructor and the student. Written evaluation of the work performed may be submitted in place of a numerical grade. These courses are normally of half-credit value unless specified for a full credit by the instructor.

A student may register for only one Independent Study Course per term. To undertake more than one, he must secure permission from the Committee on Student Standings and Programs. A student wishing to explore more thoroughly a subject covered in an existing course is urged not to undertake an Independent Course, but to consider the "double credit" option.

A Faculty member is under no obligation to take on 480F, 480I courses. Each must decide for himself how much time he can devote to this work and how many students, if any, he can reasonably handle.

As distinguished from Independent Study Courses, courses numbered in the 300's are intended for small numbers of students studying a selected topic at a relatively high level. These courses make considerable demands on Faculty time and, unlike Independent Study Courses, count as part of a Faculty member's regular teaching assignment. Admission is by consent of the instructor.

15. DOUBLE CREDIT COURSES

It is not uncommon for a student to take a project course for double credit; he is expected to do about twice as much work as for single credit. "Double credit" in a regularly organized course signifies that, in addition to the regular work of the course, the student has done extra work -- reading, problems, laboratory work, written reports -- equivalent in amount to an extra course. This extra work should require very little of the instructor's time.

Permission to take a course for double credit requires the consent of the adviser and, most important, of the instructor, since only the instructor can judge whether or not such an arrangement is appropriate.

16. NEW COURSES

A teacher contemplating offering a new course should consult the Chairman of the Committee on Educational Policy, who will explain the procedure by which Administration and Faculty approval may be obtained. New courses are not added frivolously to the curriculum.

17. AUDITORS

A student who wishes to audit a course for which he is not formally enrolled is free to do so, without additional charge, if he first obtains the consent of the instructor.

Although no Faculty member has any obligation to accept anyone as

an auditor, the College has no objection if a Faculty member wishes to accept other members of the College community (e.g., Faculty wives) if they ask permission to audit his course. Auditors from outside the immediate College community are not normally accepted.

The College takes no official notice of audited courses, and no transcript record is kept of courses which were not taken for credit.

18. LABORATORY WORK

Laboratory work, if it is to receive credit, must be completed and laboratory reports must be handed in on or before the dates specified in the footnote to the College Calendar, page 5 of the Catalog. In special cases, an extension may be granted by an agreement between the instructor in the course and the Associate Dean. In such cases, the Recorder is to be notified in advance.

19. READING AND STUDY PROGRAM, COUNSELING

The College will offer, from time to time, special training programs in reading and study skills. Faculty members who discover students whose reading proficiency seems inadequate, or who have difficulty with the mechanical skills of study, should inform the Associate Dean.

Professional Counselors experienced in offering assistance to students with problems of a vocational, educational or personal nature are employed by the College. Faculty members should recommend to students that they seek the assistance of the counselors if their problems seem to call for professional guidance.

20. PAPERS

Papers assigned in various courses are due on the date set by the

date set by the instructor. Members of the Faculty who assign papers are urged to make specific announcement of the due date and their policy respecting late papers.

In a course in which the paper is part of the regular work of the course, the due date may not be later than that specified in the College calendar, unless arrangements have been made in advance between the student, instructor and the Associate Dean. If no such arrangement is made, a late paper will receive one-half the credit which would normally be given.

If a paper is assigned in a course in place of the final examination, or if a paper represents the whole work of the course, the last date on which it can be accepted will be specified in the College calendar, usually the Tuesday of the last week of the final examination period. The same rules for lateness will apply as for other papers, except in cases where the paper represents the whole grade for the course, in which case the maximum grade for a late paper will be 60 or, for a course in the student's major, 65. Extensions granted by an instructor must be approved in writing by the Associate Dean.

The Faculty is encouraged to establish a due date for papers before the end of the semester wherever it is possible. Since in many cases the end of the course is the logical time to assign papers, piling up of student work can lead to a decline in the quality of what is actually produced.

21. EXCEPTIONS TO ACADEMIC REGULATIONS

The Committee on Student Standings and Programs has the authority to act on individual requests for departure from the academic regulations. A student who wishes an exception made in his case should write a petition

to the Committee and deliver it to the Associate Dean, who serves as executive secretary.

When it seems appropriate, Faculty members should encourage students to submit such requests. It should be noted, however, that academic flexibility is not intended to lower standards by waiving requirements which the student is not competent to meet.

22. CREDIT FOR COURSES TAKEN AT OTHER INSTITUTIONS

Evaluation of courses taken at Colleges other than Haverford is exclusively in the hands of the Associate Dean. Any Faculty member is free to give advice regarding such courses to a student who inquires, but the student should be reminded that the Associate Dean makes the decision as to whether or not a given course is acceptable.

Haverford was one of the original colleges in the "School and College Study of Admission with Advanced Standing." Under this program, subsequently taken over by the College Entrance Examination Board as the "Advanced Placement Program," high school students who have successfully studied college level work in high school and have done well on an examination administered by the College Board may be granted college credit for this work. The decision on whether or not college credit is granted is made jointly by the Director of Admissions, the Chairman of the department concerned, and the Associate Dean. When Advanced Placement credit is granted, the courses so credited will count toward graduation.

23. ATTENDANCE AT CLASSES

Students are expected to meet all their scheduled academic appointments. When absences are necessary, they should be explained by the student to the satisfaction of the instructor, in advance of the absence if possible.

The responsibility for making up work missed rests with the student.

There is no general College policy with respect to the number of cuts which will be tolerated. The student is responsible for satisfying each of his instructors in this respect. At the beginning of each course the instructor should indicate precisely his policy toward unexcused absences, and make explicit whatever penalties he will apply in case a student takes more than the permissible number of cuts.

Should a student's attendance in any course be unsatisfactory, his instructor may send him a written notice, a copy of which goes to the Associate Dean, warning that any further unexcused absence will result in his being dropped from the course.

Any student whose over-all performance suffers as a result of chronic absenteeism may be put on probation by the Associate Dean. Specific terms of the probation will be set forth in each letter, copies of which are sent to each of the student's instructors. Faculty are requested to report promptly to the Associate Dean any unexcused absence of a student who is on probation.

A list of students who are excused is posted on the Faculty bulletin board, as are lists of students who are in the infirmary. Since reports of illness or other emergencies which call a student away from the College are not always received promptly, Faculty members should make allowances for the fact that these lists are not always strictly up to date. Questions about whether absences are excused or not may be directed to the Associate Dean's office.

If a student misses two classes consecutively, this should be reported to the Associate Dean. This last is not intended to imply that taking two

successive cuts is necessarily reprehensible, but it is often the only device we have for discovering when a student is missing from the College.

24. CONDUCT OF EXAMINATIONS

All examinations, tests and quizzes are conducted under the Honor System (see below). Instructors do not do any proctoring. Except for final examinations at the end of the semester, the instructor administers his own examinations, distributing questions and examination books at the beginning of the period, and collecting the completed examinations at the end. Students are required to take examinations in the places assigned, and to sign the honor pledge on each examination book. The instructor should see to it that the pledge on each book is signed; if a book is not signed, the instructor should ask the student to sign it if failure to do so was merely an oversight. If the student is unable to sign the pledge, the Students Council should be informed.

Final examinations at the end of each semester are scheduled by the students, each student arranging his own schedule within the examination period. This system was approved by the Faculty with the proviso that the Faculty has the right to withdraw its approval at any time. The periods for end of semester final examinations are announced each year in the College calendar. Comprehensive examinations for seniors if offered or required are set by the departments within the days specified in the calendar for that purpose.

While students are free to schedule their final examinations within the examination period, a restriction is added so that examinations in large courses (20 or more papers to be corrected by one instructor) must be taken in the first week of the examination period.

With the system of self-scheduling in effect, all examination questions must be ready before the start of final examinations. Copy to be duplicated must be in the hands of a Faculty secretary well in advance. The dates when examination questions are due will be indicated each semester by the Recorder, who administers the examinations with the assistance of the Final Examination Committee of the Students' Association.

Once examination material is in the Recorder's hands, the Faculty members have no responsibility for administering the examinations, unless part of that examination is either oral or laboratory work, in which case that part of the examination may be given in a regular class period toward the end of the semester.

Completed examinations are collected along with the examination questions and returned to the Recorder's office. Faculty members may get their examinations there a few at a time as they come in, or all at once at the end. During examination periods the Recorder's office will be staffed somewhat later in the afternoon to permit Faculty members to collect examinations taken in their courses that day.

If a Faculty member discovers, when he picks up his examinations, that any examination questions have not been returned, or an honor pledge has not been signed, he should inform the Associate Dean at once.

Under this self-scheduling system, not all members of a class will take examinations simultaneously. If there is part of a final examination which must be administered to the whole class at one time (as there might be in History of Art, Music and some language courses,) part of the examination may be given at a regular meeting of the class toward the end of the semester.

25. THE HONOR SYSTEM

The Constitution and Regulations of the Students' Association, which are printed in the Haverford College Handbook, include sections on the Honor System. The system covers not only examinations, but almost all other curricular work and much of the general conduct of students. The section of these Regulations which is applicable to scholastic work is as follows:

"A. Academic Work

"Each student shall be responsible for his proper conduct in all scholastic work.

"During examinations

1. No student shall give or receive aid.
2. No person shall act as an official proctor.
3. Students shall obey all restrictions which the professor may prescribe as to time, place, and material aids to be used.

"In the preparation of papers

1. A student shall never represent another person's ideas or scholarship as his own. He shall indicate his sources by using, where appropriate, quotation marks, footnotes, and a bibliography.
2. Professors may
   a. require that a paper not be proofread by others.
   b. prescribe limitations on the sources to be used.
   waive any restrictions concerning crediting of sources.
3. Permission must be obtained in advance from all professors concerned if a paper is to be submitted for credit in more than one course.

"In the preparation of written homework and laboratory reports

1. Students may work together, provided that each member of the group understands the work being done.
2. All data must be reported by the student as observed in his experiment.
3. Professors may
   a. require that secondary sources consulted be credited.
   b. waive any restrictions in 1 and 2 of this paragraph.

"Responsibility for observing special requirements

A student is responsible for observing any requirements which the professor announces under the option specified above."

Responsibility for imposing penalties for violations of the Honor System is in the hands of the Students Council, which is required to keep the President of the College informed of all such actions taken.

If a Faculty member detects a violation, his first move should be to ask the student to discuss the matter with the First Vice-President of the Students Council. If the student refuses, or fails to do so, the Faculty member should himself consult with the Students Council First Vice-President. Faculty members should not take upon themselves investigation into possible violations, but they should inquire to make certain that the matter is followed up. The Associate Dean should be informed.

In order to avoid misunderstanding, each Faculty member should make clear at the beginning of each course precisely what he regards as permissible, and what is not, with respect to collaboration on home work, laboratory reports, citation of sources and so forth.